ANNUAL REPORT TO PARLIAMENT

President
of the Treasury Board

Présidente
du Conseil du Trésor

Crown Corporations and Other Corporate Interests of Canada
2000

Canada

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2000

Annual Report

To Parliament

Crown Corporations and Other Corporate Interests of Canada

THE PRESIDENT'S MESSAGE

It is with pleasure that I table the 2000 *Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada*, in accordance with the provisions of the *Financial Administration Act*.

This report is a unique source of information for parliamentarians and for Canadians on the Government of Canada's corporate holdings. It provides comprehensive information on the activities of all Crown corporations and their wholly owned subsidiaries, as well as the other corporate interests of Canada. Information on the performance of a number of Crown corporations is also highlighted in the report.

In keeping with the government's commitment to serve Canadians better, a number of important initiatives were undertaken during 1999–2000 that changed the governance structure or established a new Crown corporation. The Cape Breton Growth Fund Corporation was incorporated on August 25, 2000, as a wholly owned subsidiary of the Enterprise Cape Breton Corporation, a federal Crown corporation with a mandate for economic development on Cape Breton Island and in the Mulgrave area.

In addition, legislation to transform the Canadian Tourism Commission from a Special Operating Agency into a Crown corporation was given Royal Assent on October 20, 2000. This will provide the Commission with more flexibility and freedom to achieve its goal of partnering with the tourism industry, the federal government and other governments in order to sustain a vibrant and profitable national tourism industry. On December 18, 2000, an Order in Council fixed January 2, 2001 as the day upon which the Commission begins operations as a Crown corporation.

Crown corporations continue to make significant contributions to our society. They will continue to do so, I believe, as they maintain the quality of services they provide to Canadians and, indeed, as they make them even better.

Lucienne Robillard

Lucienne Robillard
President of the Treasury Board
December 2000

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INTRODUCTION

The *2000 Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada* is prepared in response to sections 151 and 152 of the *Financial Administration Act*, which require that the President of the Treasury Board table annually the following documents in Parliament:

- a consolidated report on the businesses and activities of all parent Crown corporations, including information on all Crown corporations and other corporate interests of Canada; and
- a report indicating when annual reports and corporate plan and budget summaries were to be laid before each House (for the period ending on July 31), and when they were actually laid before that House.

This report comprises the following chapters:

- **Overview** highlights new developments with regard to Crown corporations and presents examples of corporations that reported on their governance activities during the year under review. It also provides consolidated financial and employment information by ministerial portfolio.
- **Crown Corporations' Corporate Holdings** presents a listing of parent Crown corporations and their subsidiaries, legal partnerships and associates as of August 31, 2000.

- **Other Corporate Interests of Canada** provides information about the various joint and mixed enterprises, international organizations and shared-governance corporations in which the Government of Canada has a stake.
- **List of Crown Corporations and Other Corporate Interests of Canada** is a compilation of all the organizations that have been referred to in this report, including parent Crown corporations and their subsidiaries, legal partnerships and associates, joint and mixed enterprises, international organizations and shared-governance corporations in which the Government of Canada has an interest. The list is presented both by ministerial portfolio and alphabetically.
- **Tabling of Reports in Parliament** presents a record of annual reports and summaries of the corporate plans and budgets tabled in Parliament by the responsible ministers.
- **Corporate Abstracts** provides information on the mandate and corporate profile of each parent Crown corporation. It may also present selected information on performance during the year under review. Principal financial information is shown in the summary exhibits at the end of the Overview chapter.

Although not included as part of this report, a compilation of the audited financial statements of the parent Crown corporations included in this annual report is available upon request.

OVERVIEW

With the creation of the Public Sector Pension Investment Board, the number of parent Crown corporations stands at 41 as compared to 40 in the previous year[1]. In addition, two wholly owned subsidiaries have been directed to report as parent Crown corporations for the purposes of the *Financial Administration Act*[2].

Every parent Crown corporation is a legally distinct entity wholly owned by the Crown and managed by a board of directors. The enabling legislation for each parent Crown corporation, whether by a special Act of Parliament or by articles of incorporation under the *Canada Business Corporations Act*, sets out the corporation's mandate, powers and objectives.

The current portfolio is highly diversified, with corporations operating in many sectors of the Canadian economy. The corporations vary in size and in their demands on the government for financial assistance. Each has its own unique public policy purpose.

Exhibit 1 presents the parent Crown corporations grouped according to the portfolio of the minister through whom they are accountable to Parliament.

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[1] The Public Sector Pension Investment Board, established pursuant to the *Public Sector Pension Investment Board Act*, commenced operations on April 1, 2000 and its first report will be issued after its fiscal year ends on March 31, 2001.

[2] The Old Port of Montreal Corporation Inc. (in 1987) and the Cape Breton Growth Fund Corporation (on August 25, 2000).

Exhibit 1: Parent Crown Corporations Grouped by Ministerial Portfolio (as of their financial year-ends prior to July 31, 2000)

Agriculture and Agri-Food

- Canadian Dairy Commission
- Farm Credit Corporation

Canadian Heritage

- Canada Council
- Canadian Broadcasting Corporation
- Canadian Film Development Corporation
- Canadian Museum of Civilization Corporation
- Canadian Museum of Nature
- Canadian Race Relations Foundation
- National Arts Centre Corporation
- National Capital Commission
- National Gallery of Canada
- National Museum of Science and Technology Corporation

Finance

- Bank of Canada
- Canada Deposit Insurance Corporation
- Canada Development Investment Corporation
- Canada Pension Plan Investment Board
- Petro-Canada Limited

Fisheries and Oceans

- Freshwater Fish Marketing Corporation

Foreign Affairs

- International Development Research Centre

Industry

- Business Development Bank of Canada
- Enterprise Cape Breton Corporation
- Standards Council of Canada

International Trade

- Canadian Commercial Corporation
- Export Development Corporation

Natural Resources

- Atomic Energy of Canada Limited
- Cape Breton Development Corporation

Public Works and Government Services

- Canada Lands Company Limited
- Canada Mortgage and Housing Corporation
- Canada Post Corporation
- Defence Construction (1951) Limited
- Old Port of Montreal Corporation Inc.[1]
- Queens Quay West Land Corporation
- Royal Canadian Mint

Transport

- Atlantic Pilotage Authority
- Canada Ports Corporation
- Federal Bridge Corporation Limited, The
- Great Lakes Pilotage Authority
- Laurentian Pilotage Authority
- Marine Atlantic Inc.
- Pacific Pilotage Authority
- VIA Rail Canada Inc.

Treasury Board[2]

- Public Sector Pension Investment Board

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[1] The Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation.

[2] President of the Treasury Board. The Public Sector Pension Investment Board commenced operations on April 1, 2000.

Structural Changes During the Year in Review

Crown Corporations

The Public Sector Pension Investment Board (the "Investment Board"), established pursuant to the *Public Sector Pension Investment Board Act*, commenced operations on April 1, 2000. Exempt from Part X of the *Financial Administration Act* (FAA), the Investment Board's mandate is to invest in financial markets the contributions for the Canadian Forces, Public Service and Royal Canadian Mounted Police pension plans. The Investment Board's chairperson and directors were appointed on April 7, 2000, and the President and Chief Executive Officer was appointed on September 11, 2000.

In October 1999 the Minister of Industry re-introduced legislation (Bill C-5) to establish the Canadian Tourism Commission (CTC) as a Crown corporation subject to Part X of the FAA. The intent of the legislation was to provide the CTC, then a Special Operating Agency, with more flexibility and freedom to enter into partnership with the tourism industry, the federal government and other governments. The goal was to promote a vibrant and profitable national tourism industry. Bill C-5 received Royal Assent on October 20, 2000. On December 18, 2000, an Order in Council fixed January 2, 2001 as the day upon which Bill C-5 would come into force.

The Cape Breton Growth Fund Corporation (CBGF) was incorporated on August 25, 2000, as a wholly owned subsidiary of the Enterprise Cape Breton Corporation (ECBC), a federal Crown corporation with a mandate for economic development on Cape Breton Island and in the Mulgrave area in Nova Scotia. CBGF is vested with the same broad economic mandate and powers as ECBC. Although CBGF was established as a wholly owned subsidiary, it has been deemed to be a parent Crown corporation for the purposes of Part X of the FAA. CBGF will be required to report separately to Parliament through its own corporate plan and budget summaries, and annual report.

During the year, the Canada Ports Corporation (CPC) continued to implement certain parts of the *Canada Marine Act (*CMA*)*. The CMA, which had received Royal Assent on June 11, 1998, also provided for the dissolution of the CPC. Consequently the Governor in Council on October 18, 2000 gave the authority to dissolve the CPC as of November 1, 2000. Upon dissolution of the CPC, Ridley Terminals Inc., its wholly owned subsidiary, became a parent Crown corporation.

On April 23, 2000, the Minister of Finance approved a recommendation of the board of directors of Petro-Canada Limited to dissolve the Corporation in accordance with the *Petro-Canada Public Participation Act* during fiscal 2000. An Order in Council is required to enable final dissolution of the Corporation.

Shared-governance Corporations

Airports continued to be transferred to Canadian Airport Authorities, which were created under the National Airports Policy unveiled by the government in 1994. Canadian Airport

Authorities are not-for-profit organizations that will operate airports of national importance under long-term leases with the federal government.

Privatization

In January 2000 the government announced that the assets of the Cape Breton Development Corporation (Devco) would be privatized in an effort to maintain coal-mining operations on Cape Breton Island on a commercially viable basis. Bill C-11, which gives authority to Devco to sell its assets and take the necessary steps to close out its affairs, received Royal Assent on June 29, 2000. Assets for sale include the Prince and Phalen collieries, the Donkin mine site, a coal pier and railway, a coal preparation plant and related mine infrastructure.

Mandate Reviews and Follow-up

On May 18, 2000, the Minister for International Trade announced the Government of Canada's response to the recommendations made by the House of Commons Standing Committee on Foreign Affairs and International Trade on the operations and mandate of the Export Development Corporation.

On August 1, 2000, the government announced that the Auditor General of Canada will conduct an audit of the Export Development Corporation's Environmental Review Framework and submit the findings to Parliament by spring 2001.

Corporate Governance

In 1996, the President of the Treasury Board and the Minister of Finance issued *Guidelines for Corporate Governance in Crown Corporations and Other Public Enterprises*. The guidelines recommend that Crown corporations report annually on their corporate governance policies and practices in relation to the guidelines.

Crown corporations have responded to the guidelines and are reporting on their governance activities in their annual reports. In addition, the Treasury Board of Canada Secretariat in November 1999 sponsored two round-table discussions on corporate governance—one involving chairpersons of Crown corporations and the other the chief executive officers (CEOs). The purpose of the round-table discussions was to take stock of new developments, share lessons learned and review the existing guidelines on corporate governance in Crown corporations.

The discussions indicated that Crown corporations were at various stages of development in their corporate governance practices. Whereas some were far advanced in implementing governance practices, others were just planning to address governance issues.

Approaches to Governance

In reporting on their governance structures, many Crown corporations indicated that they had looked not only to the Finance/Treasury Board *Guidelines for Corporate Governance in Crown Corporations and Other Public Enterprises*, but also to other documents for guidance on corporate governance. The annual reports described various aspects of corporate governance, including approaches to governance; assessment and renewal of the board of directors; education of directors; compensation of directors; conflict of interest; board and management relations; evaluation of the CEO's performance; communication with stakeholders; and succession planning.

The Canada Pension Plan Investment Board reported that it adheres to 5 of the 6 principles of pension plan governance developed by a joint task force of the Association of Canadian Pension Management, Pension Investment Association of Canada and the Office of the Superintendent of Financial Institutions. This is in addition to complying with 13 of the 14 governance guidelines of the Toronto Stock Exchange for public companies that are relevant to its mandate.

The Canada Deposit Insurance Corporation reported that its board of directors had commenced a review of its governance practices. The review is scheduled for completion during the 2000–01 fiscal year.

The Canada Mortgage and Housing Corporation reported that it completed a review of its corporate governance structure relating to financial risk management in order to strengthen the structure put into place by the board of directors and senior management to protect the financial integrity of the Corporation.

The Canada Post Corporation reported that a governance structure was established for its new pension plan responsibilities consistent with the terms of Bill C-78, the public sector pension reform bill, which became law on September 14, 1999.

Corporations that also reported on their corporate governance structures included the Business Development Bank of Canada, Canada Lands Company Limited, Canadian Commercial Corporation, Defence Construction (1951) Limited, Enterprise Cape Breton Corporation, Export Development Corporation, the International Development Research Centre, Marine Atlantic Inc., the National Museum of Science and Technology Corporation, the Royal Canadian Mint and the Standards Council of Canada.

Several corporations also reported on the number of board and committee meetings that were held during the year.

Assessment and Renewal of the Board

A number of corporations reported on activities that they had undertaken to evaluate the board of directors, to develop skills profiles for their board members and to renew their boards. Atomic Energy of Canada Limited reported that activities of the Corporation for the past year included a board evaluation with a view to ascertaining members' views about the functioning of the board, its effectiveness, its independence and relationship with management, and the means by which processes could be improved.

The Bank of Canada reported that its board assisted management in reviewing the *Bank of Canada Act* to identify amendments that would address the changing financial environment and other issues affecting the Bank. In addition, the board assesses its own performance annually.

At the Export Development Corporation, the board created and approved a skills profile for directors and outlined qualities and experiences to help identify potential board members. The board also asked each director to provide an assessment of his or her skills and experience in order to create a board inventory so that, when vacancies arise, gaps could be filled.

The Farm Credit Corporation's board of directors approved profiles for the chairperson and directors that set out the desired qualifications, experience, duties and responsibilities for these positions. These profiles will serve as a frame of reference for the selection of future candidates.

The National Arts Centre Corporation reported that the process of managing its board succession has been clarified with the Minister of Canadian Heritage. When a vacancy is anticipated, the board will submit names of prospective qualified candidates to the Minister for discussion and final approval by the Minister, in accordance with the *National Arts Centre Act*.

Education of Directors

Crown corporations have put in place various forms of training and education programs for their board members. In some corporations, orientation sessions are offered internally whereby senior management brief new board members. In others, board members are urged to attend training sessions for directors of Crowns corporations organized by third parties.

Parc Downsview Park, a wholly owned subsidiary of the Canada Lands Company Limited, held a governance course for its directors and is currently reviewing its policies and procedures.

The Export Development Corporation provided information sessions on credit-risk management practices and corporate governance practices.

At the Farm Credit Corporation, members of the board receive a detailed orientation briefing upon appointment. They participate in development activities, including attendance at educational seminars and periodic in-service governance sessions with experts on governance. During the review period, directors attended seminars and brought back information and best practices to the Corporate Governance Committee for discussion and implementation.

The Business Development Bank of Canada reported that its board of directors discussed best practices on corporate governance. As well, the directors participated in a full-day workshop with senior management to identify priority governance issues for the next fiscal year and to develop an action plan.

Other corporations which reported on training activities and/or workshops for their board members included: the Atomic Energy of Canada Limited, Canada Post Corporation, Enterprise Cape Breton Corporation and the National Arts Centre Corporation.

Board Compensation

The National Arts Centre Corporation reported that the board of directors is undertaking a review of its own compensation practices and their adequacy to attract highly qualified individuals and to compensate current board members for the time required as a result of the more active and intensive commitment that is envisaged.

The National Capital Commission reported that it has established a Compensation Review Committee which reviews remuneration and benefits granted to full-time Governor-in-Council appointees.

Conflict of Interest

The Canadian Broadcasting Corporation reported that, while its board of directors does not control the appointment process for its members, it ensures that all necessary information is communicated to the federal government's ethics counsellor to determine if the conditions set by the *Broadcasting Act* have been met. Furthermore, the board scrutinized its internal rules for conflict of interest to ensure that appropriate measures are taken for the board to function independently from management.

The Canada Pension Plan Investment Board indicated that, at the end of every fiscal year, each of its directors is required to submit a revised résumé highlighting any changes to relationships that may give rise to a conflict of interest. The directors must notify the chairperson before accepting a directorship or any position of authority in an entity that might benefit from, or be in conflict with, the Investment Board. Directors are therefore required to make timely disclosures of any investment transactions (and not just material transactions) between the Investment Board and entities in which they have a material interest. Also, conflict-of-interest guidelines that impose strict rules with regard to the disclosure of material inside information and personal trading were extended to employees in April 2000.

The Export Development Corporation reported that new directors were asked to sign a statement of compliance with the Corporation's code of conduct. Also, each board member was asked to update his or her declaration of conflict of interest.

The Farm Credit Corporation reported that its directors disclose any interest in any material contract with the Corporation, or refrain from voting in any matter related to it.

Board and Management Relations

The Bank of Canada reported that its board of directors established a corporate governance committee composed of four external directors who sit on the executive committee that is chaired by the Lead Director.

The Export Development Corporation reported that, while recognizing the need for its board of directors to work closely with management, the Corporation had undertaken several initiatives to maintain the independence of the board. For example, in-camera sessions were held at each meeting of the board and at some meetings of board committees; three of the seven committees were comprised entirely of outside, independent directors; a Pension Committee was established; and mandates for the Audit and Human Resources committees were revised to include additional responsibilities. In terms of clarifying responsibilities, the Corporation's new *Credit Risk Policy Manual* clearly articulates delegations of authority to management, including comprehensive reporting procedures to the board.

The National Capital Commission (NCC) reported that its board of directors has always maintained a close connection with management of the Commission. On April 7, 2000, the NCC announced that it had commissioned a governance study to help define its relationships with the municipalities on both sides of the Ottawa River, as municipal and regional reform comes into effect in early 2001. The results of the study were released by the NCC on December 8, 2000.

Evaluating the CEO's Performance

Many of the Crown corporations indicated that their board of directors conducts a review of their CEO's performance annually. During its first meeting in 2000, the board of the Bank of Canada, with management, assessed how well the Bank's business objectives for 1999 had been met. Furthermore, the board reviewed the performances of the Governor and the Senior Deputy Governor and contributed to the reviews of the deputy governors.

At the Export Development Corporation, the board approved its President's 1999 statement of objectives, in which responsibilities were clearly defined and which provided a standard against which to measure his performance.

Communication with Stakeholders

Acknowledging the importance of enhancing communications with the various stakeholders, the Export Development Corporation (EDC) reported that it has created a new identity for the Corporation, in anticipation of a proposed amendment to EDC's enabling legislation to change its name. It also encouraged and supported the creation of an Education and Youth Employment Strategy to promote international business knowledge and trade-related career opportunities to students across Canada.

The Canada Deposit Insurance Corporation reported that the Corporation has identified a variety of strategic approaches to increasing public awareness of deposit insurance and will rely on periodic surveys to measure their effectiveness. During the year in review, the Corporation's toll-free information service received over 14,000 calls, fielding inquiries about specific financial institutions, the impact of the Year 2000 transition on deposits, and raising the limit on insurable deposits.

The Canada Pension Plan Investment Board reported that its directors and management enthusiastically carry out their responsibility to give an account of the Board's actions to Canadians. It does so by way of a transparent investment policy, a detailed annual report that is publicly available, quarterly financial reports, public meetings at least once every two years in each participating province, and through speeches, discussions and media interviews.

The Canadian Museum of Nature Corporation reported that it has created a Community and Government Relations Committee that is responsible for increasing the public's awareness of the Museum, its services and its contributions, and for guiding and supporting its efforts to generate revenue.

The National Arts Centre Corporation reported that the Corporation would foster and encourage better communication, both between management and trustees and between trustees and the public. The Corporation's annual report is being substantially redesigned to provide more information to the shareholder, the Government of Canada, and to the public stakeholders.

Succession Planning

Recognizing the need to ensure that skilled management will be available for the ongoing and longer-term fulfillment of their mandates, several Crown corporations have begun putting in place succession plans for their senior management. The Export Development Corporation reported that the Corporation's board of directors oversaw the development and implementation of a leadership development program for its managers, the identification of critical management positions in the Corporation, and the preliminary assessment of current talent against future requirements.

The Bank of Canada, the Business Development Bank of Canada, Defence Construction (1951) Limited and the International Development Research Centre reported that they continue to work on their succession planning for senior management.

Excellence in Reporting

The Auditor General of Canada's Award for Excellence in Annual Reporting by Crown Corporations was launched in 1994. Although the initiative was originally intended as a five-year program, it has since been extended for an additional five years. The main purpose of these annual awards is to promote improved disclosure of information on corporate performance by recognizing Crown corporations that do an outstanding job in this respect.

The Farm Credit Corporation and the National Capital Commission were the 1999 winners of the award. Other nominees for the award were the Canada Deposit Insurance Corporation, Canadian Commercial Corporation, Export Development Corporation and Defence Construction (1951) Limited.

Measuring Performance

Selected information on performance is presented in many of the corporate abstracts included in this report. Sources for this information include the corporation's most recently tabled annual report, as well as the summary of the corporate plan approved for the year under review.

Overall Crown Corporation Performance

The *Financial Administration Act* requires that the current report include employment and financial data, including aggregate borrowings of parent Crown corporations.

Accordingly this section of the Overview provides a summary of overall performance by Crown corporations, including the following data:

- employment;
- assets;
- budgetary appropriations; and
- debt obligations.

At the end of this section, two exhibits provide a summary view of all Crown corporations:

- Exhibit 8 shows each corporation's employment and financial position; and
- Exhibit 9 provides information about each corporation's operating results and financing.

Exhibits 8 and 9 are also structured according to the portfolio grouping shown in Exhibit 1. Note that information provided in this section excludes financial data for:

- the Bank of Canada, because of the unique nature of its operations; and
- the Freshwater Fish Marketing Corporation, since its 1999–2000 annual report had not been tabled in Parliament as of October 6, 2000.

In order to present information on a comparative basis, financial data for previous years were adjusted to exclude data for the above Crown corporations. Available employment data for these corporations are included, however. Specific information about individual Crown corporations may be found in the Corporate Abstracts chapter of this report, as well as in the respective annual reports of the Crown corporations.

A glossary of the financial and employment terms used in this report is provided at the end of this section.

To ensure the greatest possible accuracy, the exhibits presented in this report, as well as all calculations, are based on a computer database of actual figures. Results of the calculations are rounded for ease of presentation.

Where Crown corporations have re-stated financial data for previous years, readers should be aware that the data in this report reflect only those changes that correct errors from previous years. Amendments have been made by some corporations as a result of changes in their accounting policies that have been applied retroactively to financial statements from previous years. This report, and the database of financial information on which it is based, do not reflect these amendments.

For Crown corporations with fiscal years ending on or after July 31, 2000, this report shows their financial data for the fiscal year ending in 1999. Accordingly, for the Canadian Dairy Commission and the National Arts Centre Corporation, this report covers the period ending July 31, 1999 and August 31, 1999 respectively. All of the other corporations' data are for their respective 1999 or 1999–2000 fiscal years.

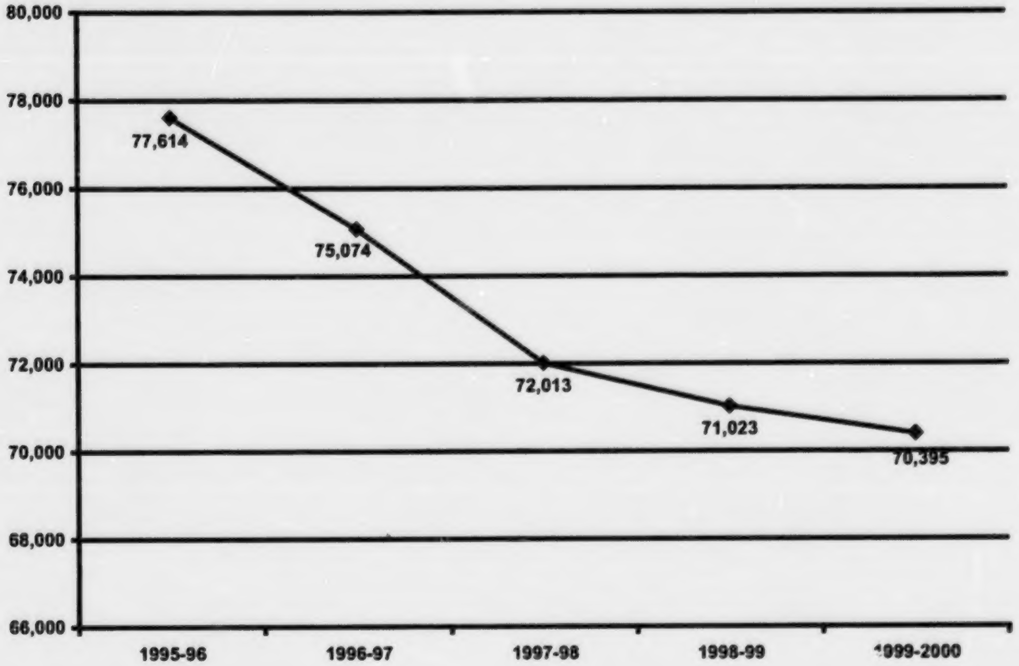
Employment

The overall downward trend in the number of full-time Crown corporation employees continued, but at a slower rate than in previous years. In 1999–2000, the total number of employees was 70,395, which represents a reduction of 628 employees from the previous year. This 0.9-per-cent decrease compares to a 1.4-per-cent decrease between the previous two years.

While a number of Crown corporations reported an increase in the level of employment, this was more than offset by the following largest decreases: 647 in total at the seven local port corporations converted into Canada port authorities, 504 at The Canadian Wheat Board, which was converted into a shared-governance corporation, and 323 at the Cape Breton Development Corporation.

Exhibit 2 shows the downward trend over the last five years.

Exhibit 2: Employment in Crown Corporations, 1995–96 to 1999–2000



Assets

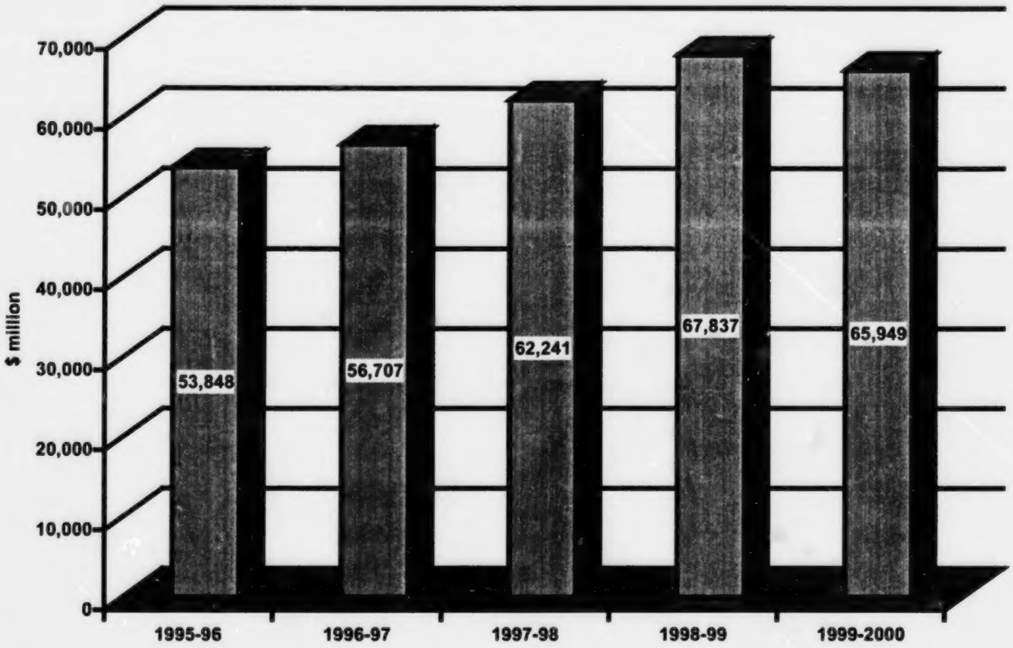
After a three-year increasing trend, total assets for Crown corporations amounted to $65.9 billion in 1999–2000, decreasing by $1.9 billion over the previous year. This 2.3-per-cent decrease occurred mainly as a result of the conversion of the seven local port corporations and The Canadian Wheat Board into shared-governance corporations.

While significant increases over the previous year were reported by the Export Development Corporation (EDC) and the Canada Pension Plan Investment Board, these increases were more than offset by the decreases mentioned above.

Five Crown corporations accounted for 86 per cent of the total assets: the Canada Mortgage and Housing Corporation (CMHC), EDC, the Farm Credit Corporation, the Business Development Bank of Canada and the Canada Post Corporation.

Exhibit 3 demonstrates the fluctuations in the value of Crown corporations' assets over the last five years.

Exhibit 3: Total Assets for Crown Corporations, 1995–96 to 1999–2000



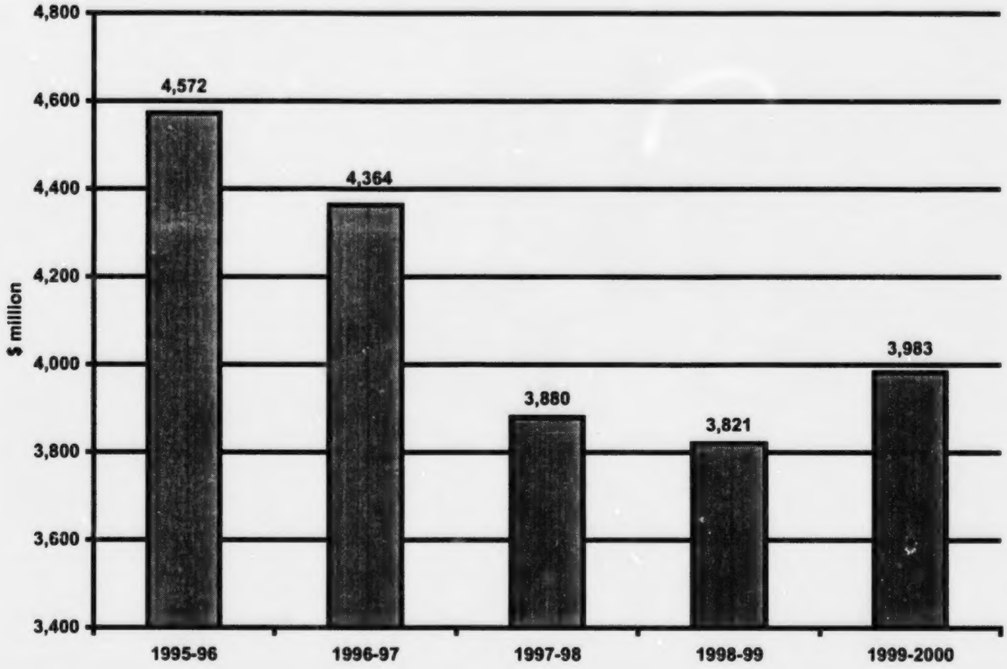
Budgetary Appropriations

Government funding of Crown corporations, in terms of budgetary appropriations for capital and operating purposes, increased by 4.3 per cent from $3,821 million in 1998–99 to $3,983 million in 1999–2000.

The largest increases in appropriation levels were reported by the Canada Mortgage and Housing Corporation (CMHC), the Cape Breton Development Corporation (Devco), Atomic Energy of Canada Limited (AECL) and VIA Rail Canada Inc. (VIA Rail). Marine Atlantic Inc. and the Canadian Dairy Commission reported the largest decreases in appropriation levels. The latter decreases offset a third of the increases at CMHC, Devco, AECL and VIA Rail.

Total budgetary appropriations for the five-year period from 1995–96 to 1999–2000 are shown in Exhibit 4.

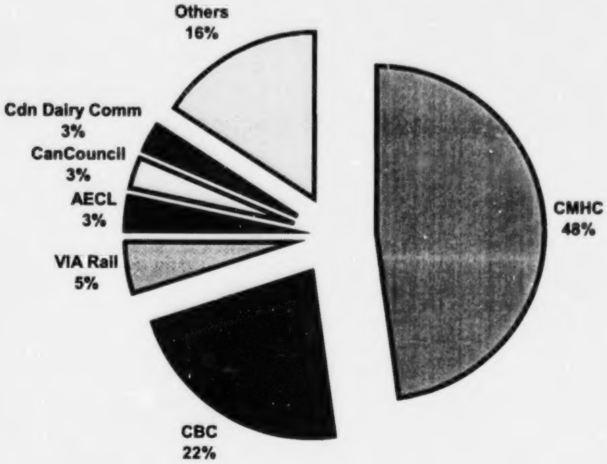
Exhibit 4: Total Budgetary Appropriations, 1995–96 to 1999–2000



Of the 24 Crown corporations that received appropriations in 1999–2000, six accounted for 84.2 per cent of the total funding from Canada. These were the Canada Mortgage and Housing Corporation (CMHC), the Canadian Broadcasting Corporation, VIA Rail Canada Inc., Atomic Energy of Canada Limited, the Canada Council and the Canadian Dairy Commission. For CMHC, which was the largest recipient, about 96 per cent of the appropriations flow to households-in-need under long-term subsidy commitments.

Exhibit 5 provides a summary view of the 1999–2000 recipients of budgetary appropriations.

Exhibit 5: Recipients of 1999–2000 Budgetary Appropriations



Canada Mortgage and Housing Corporation (CMHC)

Canadian Broadcasting Corporation (CBC)

VIA Rail Canada Inc. (VIA Rail)

Atomic Energy of Canada Limited (AECL)

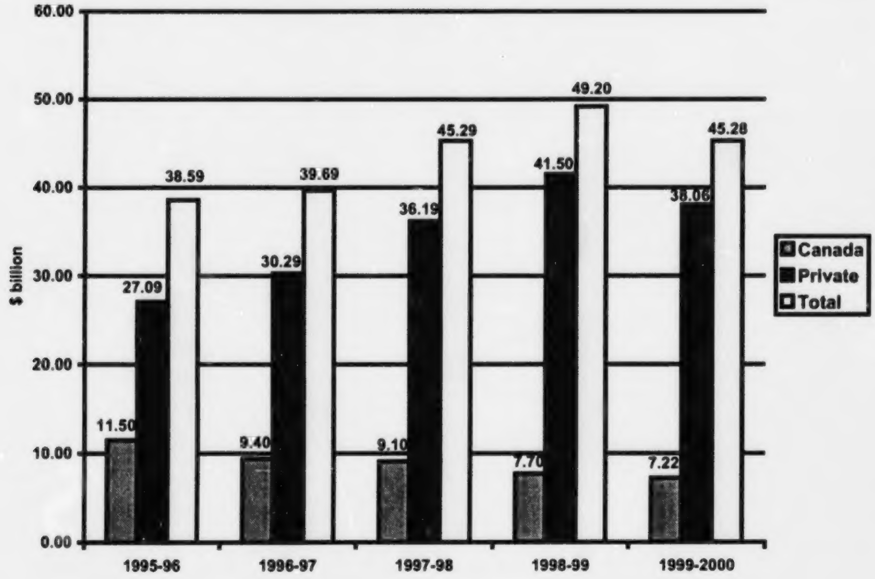
Canada Council (CanCouncil)

Canadian Dairy Commission (CdnDairyComm)

Debt Obligations

Total debt obligations, consisting of debts payable to Canada and to the private sector, decreased by 8 per cent, to $45.3 billion in 1999–2000 from $49.2 billion in the previous year. Crown corporations continued to replace borrowings from Canada with borrowings from private lenders. Exhibit 6 shows the debt payable to Canada, the debt incurred in private markets as well as the total debt obligations over the last five years.

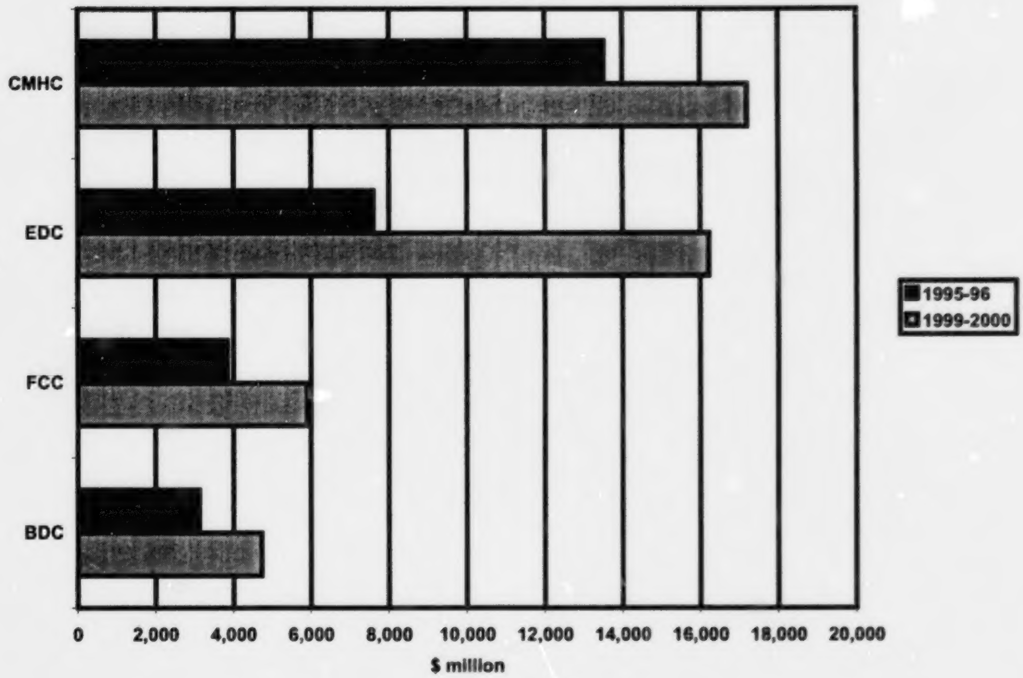
Exhibit 6: Total Debt Obligations of Crown Corporations, 1995–96 to 1999–2000



The four largest debtors in 1999–2000 were the Canada Mortgage and Housing Corporation (CMHC), the Export Development Corporation (EDC), the Farm Credit Corporation (FCC) and the Business Development Bank of Canada (BDC). These same Crown corporations, along with The Canadian Wheat Board, were the five largest debtors last year.

Exhibit 7 presents the respective debt loads of the four largest debtors in 1999–2000 compared to 1995–96.

Exhibit 7: Comparison of Largest Debtors in 1999–2000 with 1995–96



Glossary of Financial and Employment Terms Used in This Report

All financial data are extracted from the Crown corporations' audited financial statements for the recent fiscal year. Certain values are adjusted to apply consistently the definitions that follow. Items are listed in the order in which they appear in the summary exhibits.

Total assets represents all assets reported by the corporation in its audited financial statements.

Equity represents the equity of Canada. For some corporations, the excess of assets over liabilities is not deemed to be equity of Canada because of the nature of their operations (e.g. marketing boards).

Employment represents the number of full-time employees obtained from sources such as an annual report, financial statements or a corporate plan, and are as at the fiscal year-end of the Crown corporation. The figure includes the full-time staff, and others employed outside of Canada by the parent corporation and its wholly owned subsidiaries. The exceptions are data for the Canada Development Investment Corporation, which relate to the parent corporation only, and data for the four pilotage authorities, which include contract pilots. Employment data for the Canada Ports Corporation include the divisional ports.

Net income represents after-tax income, where applicable, and any extraordinary items. It includes parliamentary appropriations where the corporation has included these in the computation of net income. In some cases, net income is the "excess of parliamentary appropriations over cost of operations" or "excess of proceeds over expenditures." A negative net income (i.e. a net loss) is shown in parentheses.

Borrowings from the private sector include short- and long-term borrowings, capital leases and any other debt-like instruments. For the marketing corporations (Canadian Dairy Commission and Freshwater Fish Marketing Corporation), loans may include payments accruing to dairy producers and fishers.

Borrowings from Canada include short- and long-term borrowings, advances from the Government of Canada for working capital or other purposes, and other debt-like instruments.

Budgetary appropriations refers to parliamentary funding for capital and operating purposes. The amounts exclude grants and contributions paid to Crown corporations where they qualify as members of a general class of recipients. Budgetary appropriations increase the expenditures of Canada and thus have a direct impact on the amount of the government's surplus or deficit.

Dividends represents those declared by the corporation during its fiscal year. This figure includes cash recoveries by Canada (where applicable) and other types of payments or contributions made to Canada (excluding repayments of debt-like instruments). Dividends may be paid by the corporation to the Government of Canada before or after the corporation's year-end.

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Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio (as of year-ends before July 31, 2000; $ million)

	Financial Position				
Corporation by Ministerial Portfolio	**Total Assets**	**Current Liabilities**	**Long-term Liabilities**	**Equity[1]**	**Employment**
Canadian Dairy Commission	119.9	55.2	64.7	0.0	70
Farm Credit Corporation	6,570.7	2,518.0	3,425.5	627.2	900
Total Agriculture and Agri-Food	**6,690.6**	**2,573.1**	**3,490.3**		**970**
Canada Council	307.1	24.8	7.6	203.0	164
Canadian Broadcasting Corporation	1,463.8	283.8	1,223.3	(43.3)	7,071
Canadian Film Development Corporation	44.1	7.3	4.4	32.3	140
Canadian Museum of Civilization Corporation	39.5	8.1	17.5	13.9	437
Canadian Museum of Nature	43.5	3.8	39.5	(0.0)	154
Canadian Race Relations Foundation	27.4	0.5	0.0	26.8	8
National Arts Centre Corporation	19.9	11.0	8.5	0.4	231
National Capital Commission	481.2	21.0	21.2	439.0	411
National Gallery of Canada	20.3	3.6	14.3	2.2	241
National Museum of Science and Technology Corporation	12.7	1.9	10.4	0.5	230
Total Canadian Heritage	**2,459.5**	**365.9**	**1,346.7**		**9,087**
Bank of Canada[2]	43,063.3	40,142.6	0.0	30.0	1,269
Canada Deposit Insurance Corporation	649.5	5.9	460.0	183.6	86
Canada Development Investment Corporation	105.1	10.7	0.0	94.5	0
Canada Pension Plan Investment Board	2,394.9	3.1	0.0	0.0	5
Petro-Canada Limited	354.0	21.0	329.0	4.0	0
Total Finance	**3,503.5**	**40.6**	**789.0**		**1,360**
Freshwater Fish Marketing Corporation[3]	--	--	--	--	n/a
Total Fisheries and Oceans	**—**	**—**	**—**	**—**	**n/a**
International Development Research Centre	55.0	39.9	13.2	1.8	368
Total Foreign Affairs	**55.0**	**39.9**	**13.2**		**368**
Business Development Bank of Canada	5,644.2	2,251.5	2,608.8	783.8	1,147
Enterprise Cape Breton Corporation	8.9	4.1	0.5	4.3	37
Standards Council of Canada	3.8	1.6	0.6	1.6	67
Total Industry	**5,656.8**	**2,257.2**	**2,609.9**		**1,251**

---

[1] This column is not totaled because the information is not reported in a consistent manner.

[2] Financial data for the Bank of Canada are provided for information, but are not included in the totals due to the unique nature of its operations.

[3] Financial data are excluded for the Freshwater Fish Marketing Corporation since its 1999–2000 annual report had not been tabled in Parliament as of October 6, 2000.

n/a means not available

Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio (as of year-ends before July 31, 2000; $ million)

Corporation by Ministerial Portfolio	Financial Position				Employment
	Total Assets	Current Liabilities	Long-term Liabilities	Equity[1]	
Canadian Dairy Commission	119.9	55.2	64.7	0.0	70
Farm Credit Corporation	6,570.7	2,518.0	3,425.5	627.2	900
Total Agriculture and Agri-Food	**6,690.6**	**2,573.1**	**3,490.3**		**970**
Canada Council	307.1	24.8	7.6	203.0	164
Canadian Broadcasting Corporation	1,463.8	283.8	1,223.3	(43.3)	7,071
Canadian Film Development Corporation	44.1	7.3	4.4	32.3	140
Canadian Museum of Civilization Corporation	39.5	8.1	17.5	13.9	437
Canadian Museum of Nature	43.5	3.8	39.5	(0.0)	154
Canadian Race Relations Foundation	27.4	0.5	0.0	26.8	8
National Arts Centre Corporation	19.9	11.0	8.5	0.4	231
National Capital Commission	481.2	21.0	21.2	439.0	411
National Gallery of Canada	20.3	3.6	14.3	2.2	241
National Museum of Science and Technology Corporation	12.7	1.9	10.4	0.5	230
Total Canadian Heritage	**2,459.5**	**365.9**	**1,346.7**		**9,087**
Bank of Canada[2]	43,063.3	40,142.6	0.0	30.0	1,269
Canada Deposit Insurance Corporation	649.5	5.9	460.0	183.6	86
Canada Development Investment Corporation	105.1	10.7	0.0	94.5	0
Canada Pension Plan Investment Board	2,394.9	3.1	0.0	0.0	5
Petro-Canada Limited	354.0	21.0	329.0	4.0	0
Total Finance	**3,503.5**	**40.6**	**789.0**		**1,360**
Freshwater Fish Marketing Corporation[3]	--	--	--	--	n/a
Total Fisheries and Oceans	**--**	**--**	**--**	**--**	**n/a**
International Development Research Centre	55.0	39.9	13.2	1.8	368
Total Foreign Affairs	**55.0**	**39.9**	**13.2**		**368**
Business Development Bank of Canada	5,644.2	2,251.5	2,608.8	783.8	1,147
Enterprise Cape Breton Corporation	8.9	4.1	0.5	4.3	37
Standards Council of Canada	3.8	1.6	0.6	1.6	67
Total Industry	**5,656.8**	**2,257.2**	**2,609.9**		**1,251**

---

[1] This column is not totaled because the information is not reported in a consistent manner.

[2] Financial data for the Bank of Canada are provided for information, but are not included in the totals due to the unique nature of its operations.

[3] Financial data are excluded for the Freshwater Fish Marketing Corporation since its 1999–2000 annual report had not been tabled in Parliament as of October 6, 2000.

n/a means not available

Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio (as of year-ends before July 31, 2000; $ million) *[continued]*

Corporation by Ministerial Portfolio	Financial Position Total Assets	Current Liabilities	Long-term Liabilities	Equity[1]	Employment
Canadian Commercial Corporation	356.4	327.0	6.1	23.4	85
Export Development Corporation	19,423.0	6,886.0	10,739.0	1,798.0	772
Total International Trade	**19,779.4**	**7,213.0**	**10,745.1**		**857**
Atomic Energy of Canada Limited	896.1	289.3	534.6	72.2	3,423
Cape Breton Development Corporation	90.2	79.0	495.1	(483.9)	1,312
Total Natural Resources	**986.3**	**368.3**	**1,029.7**		**4,735**
Canada Lands Company Limited	400.7	69.6	118.8	212.2	106
Canada Mortgage and Housing Corporation					1,943
Insurance and Guarantee Funds	4,125.0	53.0	3,564.0	508.0	
Corporate Account	17,921.0	4,714.0	13,171.0	36.0	
Minister's Account	0.0	0.0	0.0	0.0	
Canada Post Corporation	3,095.0	1,144.0	895.0	1,056.0	44,149
Defence Construction (1951) Limited	8.3	3.0	2.1	3.2	255
Old Port of Montreal Corporation Inc.[4]	20.7	14.2	6.6	0.0	102
Queens Quay West Land Corporation	8.7	7.2	45.8	(44.3)	0
Royal Canadian Mint	180.6	44.2	45.4	91.0	745
Total Public Works and Government Services	**25,760.0**	**6,049.2**	**17,848.8**		**47,300**
Atlantic Pilotage Authority	5.6	0.9	0.9	3.8	74
Canada Ports Corporation	144.9	12.8	105.4	26.8	102
Federal Bridge Corporation Limited, The	56.2	5.0	1.3	49.9	91
Great Lakes Pilotage Authority	14.2	5.1	2.5	6.6	86
Laurentian Pilotage Authority	9.8	7.7	3.6	(1.5)	230
Marine Atlantic Inc.	204.9	24.4	196.2	(15.7)	809
Pacific Pilotage Authority	8.7	3.5	0.8	4.3	166
VIA Rail Canada Inc.	613.4	92.0	548.8	(27.3)	2,909
Total Transport	**1,057.7**	**151.4**	**859.4**		**4,467**
Grand Total	**65,948.8**	**19,058.7**	**38,732.0**		**70,395**

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[4] The Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporation.

Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio (as of year-ends before July 31, 2000; $ million)

		Financing			
		Changes to Net Borrowings			
Corporation by Ministerial Portfolio	**Net Income[1]**	**Private Sector**	**Canada**	**Budgetary Appropriations**	**Dividends**
Canadian Dairy Commission	6.2	(10.0)	(17.5)	115.4	0.0
Farm Credit Corporation	38.4	648.1	(236.7)	0.0	3.0
Total Agriculture and Agri-Food		**638.2**	**(254.2)**	**115.4**	**3.0**
Canada Council	15.6	0.0	0.0	116.6	0.0
Canadian Broadcasting Corporation	28.3	(4.0)	0.0	884.2	0.0
Canadian Film Development Corporation	(135.6)	0.0	0.0	78.9	0.0
Canadian Museum of Civilization Corporation	(43.2)	0.0	0.0	47.3	0.0
Canadian Museum of Nature	(21.6)	(2.1)	0.0	21.7	0.0
Canadian Race Relations Foundation	0.2	0.0	0.0	0.0	0.0
National Arts Centre Corporation	(20.8)	0.0	0.0	22.9	0.0
National Capital Commission	(11.1)	0.0	0.0	107.4	0.0
National Gallery of Canada	(35.1)	0.0	0.0	33.4	0.0
National Museum of Science and Technology Corporation	(20.2)	0.0	0.0	20.0	0.0
Total Canadian Heritage		**(6.1)**	**0.0**	**1,332.3**	**0.0**
Bank of Canada[2]	1,766.1	1,481.1	0.0	0.0	1,766.1
Canada Deposit Insurance Corporation	156.7	0.0	0.0	0.0	0.0
Canada Development Investment Corporation	(0.9)	0.0	0.0	0.0	0.0
Canada Pension Plan Investment Board	460.1	0.0	0.0	0.0	0.0
Petro-Canada Limited	(1.0)	(128.0)	0.0	0.0	0.0
Total Finance		**(128.0)**	**0.0**	**0.0**	**0.0**
Freshwater Fish Marketing Corporation[3]	--	--	--	--	--
Total Fisheries and Oceans		**--**	**--**	**--**	**--**
International Development Research Centre	(2.6)	0.0	0.0	89.9	0.0
Total Foreign Affairs		**0.0**	**0.0**	**89.9**	**0.0**
Business Development Bank of Canada	101.1	357.2	0.0	0.0	8.9
Enterprise Cape Breton Corporation	(8.1)	(0.0)	0.0	8.6	0.0
Standards Council of Canada	0.0	0.0	0.0	5.3	0.0
Total Industry		**357.2**	**0.0**	**13.9**	**8.9**

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[1] This column is not totaled because the information is not reported in a consistent manner.

[2] Financial data for the Bank of Canada are provided for information, but are not included in the totals due to the unique nature of its operations.

[3] Financial data are excluded for the Freshwater Fish Marketing Corporation since its 1999–2000 annual report had not been tabled in Parliament as of October 6, 2000.

Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio (as of year-ends before July 31, 2000; $ million)

		Financing			
		Changes to Net Borrowings			
Corporation by Ministerial Portfolio	**Net Income[1]**	**Private Sector**	**Canada**	**Budgetary Appropriations**	**Dividends**
Canadian Dairy Commission	6.2	(10.0)	(17.5)	115.4	0.0
Farm Credit Corporation	38.4	648.1	(236.7)	0.0	3.0
Total Agriculture and Agri-Food		**638.2**	**(254.2)**	**115.4**	**3.0**
Canada Council	15.6	0.0	0.0	116.6	0.0
Canadian Broadcasting Corporation	28.3	(4.0)	0.0	884.2	0.0
Canadian Film Development Corporation	(135.6)	0.0	0.0	78.9	0.0
Canadian Museum of Civilization Corporation	(43.2)	0.0	0.0	47.3	0.0
Canadian Museum of Nature	(21.6)	(2.1)	0.0	21.7	0.0
Canadian Race Relations Foundation	0.2	0.0	0.0	0.0	0.0
National Arts Centre Corporation	(20.8)	0.0	0.0	22.9	0.0
National Capital Commission	(11.1)	0.0	0.0	107.4	0.0
National Gallery of Canada	(35.1)	0.0	0.0	33.4	0.0
National Museum of Science and Technology Corporation	(20.2)	0.0	0.0	20.0	0.0
Total Canadian Heritage		**(6.1)**	**0.0**	**1,332.3**	**0.0**
Bank of Canada[2]	1,766.1	1,481.1	0.0	0.0	1,766.1
Canada Deposit Insurance Corporation	156.7	0.0	0.0	0.0	0.0
Canada Development Investment Corporation	(0.9)	0.0	0.0	0.0	0.0
Canada Pension Plan Investment Board	460.1	0.0	0.0	0.0	0.0
Petro-Canada Limited	(1.0)	(128.0)	0.0	0.0	0.0
Total Finance		**(128.0)**	**0.0**	**0.0**	**0.0**
Freshwater Fish Marketing Corporation[3]	--	--	--	--	--
Total Fisheries and Oceans		**--**	**--**	**--**	**--**
International Development Research Centre	(2.6)	0.0	0.0	89.9	0.0
Total Foreign Affairs		**0.0**	**0.0**	**89.9**	**0.0**
Business Development Bank of Canada	101.1	357.2	0.0	0.0	8.9
Enterprise Cape Breton Corporation	(8.1)	(0.0)	0.0	8.6	0.0
Standards Council of Canada	0.0	0.0	0.0	5.3	0.0
Total Industry		**357.2**	**0.0**	**13.9**	**8.9**

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[1] This column is not totaled because the information is not reported in a consistent manner.

[2] Financial data for the Bank of Canada are provided for information, but are not included in the totals due to the unique nature of its operations.

[3] Financial data are excluded for the Freshwater Fish Marketing Corporation since its 1999–2000 annual report had not been tabled in Parliament as of October 6, 2000.

Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio (as of year-ends before July 31, 2000; $ million) *[continued]*

		Financing			
		Changes to Net Borrowings			
Corporation by Ministerial Portfolio	**Net Income[1]**	**Private Sector**	**Canada**	**Budgetary Appropriations**	**Dividends**
Canadian Commercial Corporation	0.2	0.0	0.0	17.5	0.0
Export Development Corporation	118.0	3,694.0	0.0	0.0	0.0
Total International Trade		**3,694.0**	**0.0**	**17.5**	**0.0**
Atomic Energy of Canada Limited	43.3	0.0	(1.3)	137.8	0.0
Cape Breton Development Corporation	(72.0)	0.0	0.0	78.0	0.0
Total Natural Resources		**0.0**	**(1.3)**	**215.8**	**0.0**
Canada Lands Company Limited	15.1	(61.1)	(6.8)	0.0	26.7
Canada Mortgage and Housing Corporation					
Insurance and Guarantee Funds	321.0	(684.0)	0.0	0.0	0.0
Corporate Account	(5.0)	407.0	(282.0)	0.0	0.0
Minister's Account	0.0	0.0	0.0	1,900.0	0.0
Canada Post Corporation	75.0	(17.0)	0.0	22.2	12.0
Defence Construction (1951) Limited	0.9	0.0	0.0	0.0	0.0
Old Port of Montreal Corporation Inc.[4]	(25.6)	0.0	0.0	24.3	0.0
Queens Quay West Land Corporation	2.0	0.0	0.0	3.0	0.0
Royal Canadian Mint	21.7	0.7	0.0	0.0	0.0
Total Public Works and Government Services		**(354.4)**	**(288.8)**	**1,949.5**	**38.7**
Atlantic Pilotage Authority	1.0	0.0	0.0	0.0	0.0
Canada Ports Corporation	9.8	(100.0)	(0.2)	0.0	1.0
Federal Bridge Corporation Limited, The	(0.4)	0.0	0.0	25.4	0.0
Great Lakes Pilotage Authority	(0.4)	0.0	0.0	0.0	0.0
Laurentian Pilotage Authority	0.5	(0.9)	0.0	0.0	0.0
Marine Atlantic Inc.	7.3	0.0	0.0	23.3	0.0
Pacific Pilotage Authority	0.3	0.0	0.0	0.0	0.0
VIA Rail Canada Inc.	(9.9)	0.0	0.0	200.0	0.0
Total Transport		**(100.9)**	**(0.2)**	**248.7**	**1.0**
Grand Total		**4,099.9**	**(544.4)**	**3,983.2**	**51.6**

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[4] The Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporation.

CROWN CORPORATIONS' CORPORATE HOLDINGS

This chapter presents statistical information on Crown corporations and their corporate holdings as of August 31, 2000. Readers should note however that the information in the rest of the report, unless otherwise noted, is as of the financial year-ends of the corporations prior to July 31, 2000.

The information is provided in three parts:

Statistical Summary shows the number of parent Crown corporations and their subsidiaries, legal partnerships and associates on a comparative basis with those of the previous year.

Changes During the Year shows the changes that occurred with regard to parent Crown corporations and their subsidiaries, legal partnerships and associates between August 31, 1999 and August 31, 2000.

Crown Corporations' Corporate Holdings presents a comprehensive list of parent Crown corporations and their subsidiaries, legal partnerships and associates.

STATISTICAL SUMMARY

Number of Parent Crown Corporations, Their Wholly Owned Subsidiaries, and Other Subsidiaries, Legal Partnerships and Associates

(as of August 31)

	2000	1999
Parent Crown Corporations	41	40
Wholly Owned Subsidiaries (100%)	22	21
Other Subsidiaries (less than 100%), Legal Partnerships (50%) and Associates (less than 50%)	25	24

CHANGES DURING THE YEAR

Canada Lands Company Limited	
Subsidiaries held at 100%	
• Parc Downsview Park Inc.	Name changed[1]
Canada Post Corporation	
Subsidiary held at 100%	
• Canada Post Holdings Limited	Deleted
Legal partnership held at 50%	
• Electronic Post Office™	Added
Enterprise Cape Breton Corporation	
Subsidiary held at 100%	
• Cape Breton Growth Fund Corporation	Added
Marine Atlantic Inc.	
Subsidiary held at 100%	
• Newfoundland Dockyard Corporation	Added
Public Sector Pension Investment Board	Added

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[1] Name changed from CLC Downsview Inc.

CROWN CORPORATIONS' CORPORATE HOLDINGS

1. Atlantic Pilotage Authority

2. Atomic Energy of Canada Limited

Subsidiaries held at 100%

- AECL Technologies B.V.
- AECL Technologies Inc.

3. Bank of Canada

4. Business Development Bank of Canada

Associate held at less than 50%

- Cominco Ltd.[1]

5. Canada Council

6. Canada Deposit Insurance Corporation

7. Canada Development Investment Corporation

Subsidiaries held at 100%

- Canada Eldor Inc.
- Canada Hibernia Holding Corporation and its associate
    - Hibernia Management and Development Company Ltd. (8.5%)

8. Canada Lands Company Limited

Subsidiaries held at 100%

- 3148131 Canada Limited[2]
- Canada Lands Company CLC Limited
- Old Port of Montreal Corporation Inc.[3]
- Parc Downsview Park Inc.

9. Canada Mortgage and Housing Corporation

10. Canada Pension Plan Investment Board

11. Canada Ports Corporation

Subsidiary held at 100%

- Ridley Terminals Inc.[4]

12. Canada Post Corporation

Subsidiaries held at 100%

- 2875039 Canada Limited (100%) and its subsidiary
  - Purolator Holdings Ltd. (71.1%) and its subsidiaries
    - 964102 Ontario Inc. (100%)
    - Purolator Courier Ltd. (100%) and its subsidiaries
      - 3558533 Canada Inc. (100%)
      - Canadian Teleservices Corporation (100%)
      - Distribution Management Services Inc. (100%)
      - Purolator Customs Services Ltd. (100%)
      - Purolator Holdings U.S. Ltd. (100%) and its subsidiary
        - Purolator Courier U.S. Ltd. (100%)
      - Supercourier (1987) Ltd. (100%)
- 2875047 Canada Limited
- 3106900 Canada Inc.
- Canada Post International Limited

Legal Partnership held at 50%

- Electronic Post Office™

Associates held at less than 50%

- Co-operative Vereniging International Post Corporation U.A. (6.2%) and its subsidiaries
  - IPC Technology S.C. (96%)
  - IPC Unipost S.C. (96%)
- Purolator Holdings Ltd. (22.7%)

13. Canadian Broadcasting Corporation

Associates held at less than 50%

- Cable North Microwave Limited (1 share)
- Master FM Limited (20%)
- Visnews Limited (1 share)

14. Canadian Commercial Corporation

15. Canadian Dairy Commission

16. Canadian Film Development Corporation

17. Canadian Museum of Civilization Corporation

18. Canadian Museum of Nature

19. Canadian Race Relations Foundation

20. Cape Breton Development Corporation

Subsidiary held at 100%

- Cape Breton Carbofuels Limited[2]

21. Defence Construction (1951) Limited

22. Enterprise Cape Breton Corporation

Subsidiaries held at 100%

- Cape Breton Growth Fund Corporation[5]
- Cape Breton Marine Farming Limited[2]
- DARR (Cape Breton) Limited[2]
- Gulf Bras D'Or Estates Limited[2]

Associates held at less than 50%

- Bell Bay Golf Developments Incorporated
- Canadian Tennis Technology Limited
- Carol Rizzetto Realty Limited Partnership
- General Mining Building Limited
- Lynwood Inn Limited
- Silver Screen Star Limited

23. Export Development Corporation

Subsidiary held at 100%

- Exinvest Inc.

24. Farm Credit Corporation

25. Federal Bridge Corporation Limited, The

Subsidiaries held at 100%

- Jacques Cartier and Champlain Bridges Incorporated, The
- Seaway International Bridge Corporation, Ltd., The

26. Freshwater Fish Marketing Corporation

27. Great Lakes Pilotage Authority

28. International Development Research Centre

29. Laurentian Pilotage Authority

30. Marine Atlantic Inc.

Subsidiary held at 100%

- Newfoundland Dockyard Corporation[2]

31. National Arts Centre Corporation

32. National Capital Commission

33. National Gallery of Canada

34. National Museum of Science and Technology Corporation

35. Pacific Pilotage Authority

36. **Petro-Canada Limited**
37. **Public Sector Pension Investment Board**
38. **Queens Quay West Land Corporation**
39. **Royal Canadian Mint**
40. **Standards Council of Canada**
41. **VIA Rail Canada Inc.**

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[1] Only non-voting preferred shares are held.

[2] Inactive corporation.

[3] Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 1987–86) to report as if it were a parent Crown corporation.

[4] Upon dissolution of the Canada Ports Corporation on November 1, 2000, Ridley Terminals Inc. became a parent Crown Corporation.

[5] Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed by Order in Council (P.C. 2000-1341) to report as if it were a parent Crown corporation.

OTHER CORPORATE INTERESTS OF CANADA

This chapter provides information on:

- share-capital corporations partially owned by the federal government;
- corporations without share capital (for example, not-for-profit corporations) for which the government has a legal right to appoint, or approve the appointment of, at least one member to the board of directors or other governing body; and
- organizations formed pursuant to an international agreement where the federal government holds shares in the organization or has a right to appoint, or approve the appointment of, some number of members to the governing body.

For share-capital corporations, the listing shows the degree of federal ownership. For non-share-capital corporations, the listing includes fractions showing the number of federally appointed board members over the total number of board members.

The latter is intended to illustrate the degree of federal influence over an entity in cases where control cannot be expressed in terms of share ownership. Thus, in this context, a "federal appointee" may be an individual appointed by Order of the Governor in Council or by any one of a number of other mechanisms. Examples of such mechanisms may include appointment by a minister or by a Crown corporation. Federal public servants occupying board positions on an *ex officio* basis are also counted as federal appointees for these purposes.

Corporations named in this chapter are grouped as follows:[1]

Mixed Enterprises

Corporate entities whose shares are partially owned by Canada, through a minister. Private-sector parties own the remaining shares.

Joint Enterprises

Corporate entities whose shares are partially owned by Canada, through a minister. The balance of shares is owned by another level of government.

International Organizations

International organizations are corporate entities created pursuant to international agreements under which Canada holds shares or has a right to appoint or elect some number of members to a governing body.

Shared-governance Corporations

This category includes corporate entities without share capital for which Canada, either directly or through a Crown corporation, has a right pursuant to statute, articles of incorporation, letters patent, by-law or any contractual agreement (including funding or contribution agreements) to appoint or nominate one or more members to the governing body.

Corporations under the terms of the *Bankruptcy and Insolvency Act*

This group includes corporate entities whose shares are partially owned by Canada following receipt by a trustee in bankruptcy.

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[1] This chapter does not include departmental corporations such as the Canadian Food Inspection Agency. Although they are similar to Crown corporations in that they are wholly owned by the federal government, departmental corporations are specifically excluded from the *Financial Administration Act* (FAA) definition of a "Crown corporation". Instead, departmental corporations are defined as departments under the FAA and, as such, are subject to a different accountability regime.

NUMBER OF OTHER CORPORATE INTERESTS
Year-Over-Year Comparison

Other Corporate Interests of Canada	March 31, 2000	March 31, 1999
Mixed enterprises	1	1
Joint enterprises	3	3
International organizations	17	17
Shared-governance corporations	133	112
Corporations under the terms of the *Bankruptcy and Insolvency Act*	20	17

OTHER CORPORATE INTERESTS – ADDITIONS AND DELETIONS
During the year ending March 31, 2000

Mixed Enterprises	No Additions or Deletions
Joint Enterprises	No Additions or Deletions
International Organizations	No Additions or Deletions
Shared-governance corporations	
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.	Added
Adaptation Development Agricultural Production Technology Council Farm Centre (ADAPT)	Added
Agri-adaptation Council Inc.	Added
Agricultural Adaptation Council	Added
Agriculture and Food Council of Alberta	Added
Agri-Futures Nova Scotia	Added
Association québécoise des bio-industries	Deleted
Association québécoise des fabricants de l'industrie médicale	Deleted
Belledune Port Authority	Added
Canada's Climate Change Voluntary Challenge and Registry	Added
Canadian Energy Research Institute	Added
Canadian Health Services Research Foundation	Added
Canadian Institute for Health Information	Added
Canadian Wheat Board, The	Added
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)	Added
Centre d'entreprises et d'innovation de Montréal	Deleted
Centre de promotion de logiciel québécois	Deleted
Consortium Multimédia CESAM	Deleted
Corporation Camp Spatial Canada	Added
Edmonton Regional Airports Authority	Added

Fonds d'investissement et de développement de l'emploi dans les quartiers centraux de Québec (FIDE) Inc.	Added
Fraser River Harbour Commission	Deleted
Fraser River Port Authority	Added
Grappe de développement des industries de l'environnement	Deleted
Institut de désign Montréal	Deleted
Institut des communications graphiques du Québec	Deleted
Manitoba Rural Adaptation Council Inc.	Added
Nanaimo Harbour Commission	Deleted
Nanaimo Port Authority	Added
New Brunswick Agricultural Council	Added
North Fraser Harbour Commission	Deleted
North Fraser Port Authority	Added
Pan American Games Society (WPG 1999) Inc.	Deleted
Port Alberni Harbour Commission	Deleted
Port Alberni Port Authority	Added
Prince Rupert Port Authority	Added
Quebec Port Authority	Added
Saguenay Port Authority	Added
Saint John Port Authority	Added
Saskatchewan Council for Community Development	Added
Sept-Îles Port Authority	Added
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.	Added
St. John's Port Authority	Added
Territorial Farmers Association NWT	Added
Thunder Bay Harbour Commission	Deleted
Thunder Bay Port Authority	Added
Toronto Harbour Commissioners, The	Deleted
Toronto Port Authority	Added
Trois-Rivières Port Authority	Added
Vancouver International Airport Authority	Added
Windsor Harbour Commission	Deleted
Windsor Port Authority	Added
Yukon Agricultural Association	Added

Corporations held under the terms of the *Bankruptcy and Insolvency Act*

574994 British Columbia Ltd.	Added
Bugaboos Eyewear Corporation	Added
Cosem Newrostim Ltée	Added
Data Trax Systems Ltd.	Added
O-Tooz Energie Group Inc.	Deleted

MIXED ENTERPRISES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End Total Assets (A) Liabilities (L) Auditor	Federal Ownership
Minister of Finance				
Petro-Canada				
To enhance shareholder's value through development, production and distribution of hydrocarbons and other types of fuel and energy.	PO Box 2844 Calgary AB T2P 3E3 (403) 296-8000	*Canada Business Corporations Act*, 1975	December 31 A = $8.66B L = $3.09B Arthur Andersen & Company	18.17%

JOINT ENTERPRISES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End Total Assets (A) Liabilities (L) Auditor	Federal Ownership
Minister of Industry and Minister responsible for Canada Economic Development				
Société du parc industriel et portuaire Québec-Sud				
To conduct the sale of the corporation's lands and to suggest an alternative solution to two levels of government on the use of the proceeds of this sale since the lands are unsuitable for an industrial infrastructure	Bureau 101 229-A, rue Saint-Omer Lévis QC G6N 6N4 (418) 833-5925	Special act of the Quebec Government (1974)	March 31 A = $2.5M L = $0M Auditor General of Quebec	40%
Minister of Industry and of Western Economic Diversification				
North Portage Development Corporation & The Forks Renewal Corporation				
To foster the social and economic redevelopment of the North Portage area in Winnipeg.	201 - 1 Forks Market Rd. Winnipeg MB R3C 4L9 (204) 943-7752	*Manitoba Corporations Act*, 1983	March 31 A = $108.6M L = $10.3M Deloitte & Touche	33.3%
Minister of Natural Resources				
Lower Churchill Development Corporation Limited				
To establish a basis for the development of all or part of the hydroelectric potential of the Lower Churchill basin and the line transmission of this energy to markets.	PO Box 12700 St. John's NF A1B 3T5 (709) 737-1400	*Newfoundland Companies Act*, 1978	December 31 A = $30M L = $0M Ernst & Young	49%

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees[1]
Minister of the Environment				
International Lake Memphremagog Levels Board				
A forum for dispute resolution regarding the regulation of the levels of Lake Memphremagog in accordance with international obligations and federal and provincial legislation.	a/s EC Région du Québec Bureau 300 100, boul. Alexis-Nihon St-Laurent QC H4M 2N8 (514) 283-1628	The Board was created pursuant to an agreement between the governments of Canada and the U.S.A.	n/app*	1/2
International Lake of the Woods Control Board				
Lake of the Woods is an international boundary water. The Lake of the Woods Control Board is responsible for the regulation of levels in the Lake of the Woods and Lac Seul and flows in the Winnipeg and English Rivers downstream of these lakes to their junction, in accordance with international obligations and federal and provincial legislation.	a/s EC Service de conservation de l'environnement 4^e étage 351, boul. St-Joseph Hull QC K1A 0H3 (819) 953-5475	The Board was created pursuant to Section 2 of the *Lake of the Woods Control Board Act* and is further mandated by the Canada-U.S. Boundary Waters Treaty (Convention and Protocol, 1925).	n/app	1/2
International Niagara Committee				
To determine the amount of water available for the purposes of the Treaty and to record the amounts of water used for power diversions.	c/o EC Ontario Region 867 Lakeshore Rd. PO Box 5050 Burlington ON L7R 4A6 (905) 336-4713	The Niagara Diversion Treaty, 1950 as administered by the Department of Foreign Affairs and International Trade and the U.S. State Department	n/app	1/2

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[1] For share-capital corporations, a percentage value represents the degree of federal ownership. For entities without share capital, a fraction shows the number of federally appointed members of the entity's board or governing body over the total number of board members.

* n/app – not applicable

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees

Minister of the Environment (continued)

International Porcupine Caribou Management Board

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
The Board makes recommendations and provides advice on those aspects of the conservation of the Porcupine Caribou Herd and its habitat that require international co-ordination.	c/o EC Pacific and Yukon Region Canadian Wildlife Service 91782 Alaska Hwy. Whitehorse YT Y1A 5B7 (867) 393-6700	Agreement signed by the U.S.A. and Canada on the Conservation of the Porcupine Caribou Herd, 1987	n/app	4/8

North American Commission for Environmental Co-operation – Joint Public Advisory Committee

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
The Committee provides advice to the Council of the North American Commission for Environmental Co-operation on matters within the scope of the North American Agreement on Environmental Co-operation, a "side agreement" to the North American Free Trade Agreement.	Pièce 200 393, rue Saint-Jacques O Montréal QC H2Y 1N9 (514) 350-4300	The Committee was created pursuant to the North American Agreement on Environmental Co-operation	n/app	5/15

Minister of Finance

European Bank for Reconstruction and Development

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
To develop a vibrant private sector and to help foster the transition from centrally planned economies to market economies in the new Europe.	One Exchange Square London, England EC2A 2EH 44-20-7338-6000	*European Bank for Reconstruction and Development Agreement Act*, 1991	Arthur Andersen	3.44%

International Bank for Reconstruction and Development

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
To assist in the reconstruction and development of territories of member countries.	1818-H Street NW Washington, DC 20433 U.S.A. (202) 623-1000	*Bretton Woods and Related Agreements Act*, 1945	Deloitte Touche Tohmatsu (Int'l Firm)	2.87%

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Finance (continued)				
International Development Association				
To promote economic development, increase productivity and thus raise standards of living in the less developed areas of the world.	1818-H Street NW Washington, DC 20433 U.S.A. (202) 477-1234	Articles of Agreement, 1960, *International Development Association Act*, 1960	Deloitte Touche Tohmatsu (Int'l Firm)	3.05%
International Finance Corporation				
To further economic development by encouraging the growth of productive enterprises in member countries, supplementing the activities of the International Bank for Reconstruction and Development.	2121 Pennsylvania Ave. Washington, DC 20433 U.S.A. (202) 477-1234	Articles of Agreement; Vote 731, *Appropriation Act No. 6*, 1956	Deloitte Touche Tohmatsu (Int'l Firm)	3.46%
International Monetary Fund				
To promote economic welfare by encouraging the expansion of trade, the maintenance of orderly exchange arrangements, and the reduction of balance of payments.	700-19th St. NW Washington, DC 20431 U.S.A. (202) 623-7430	Agreement signed by member countries, 1945	External Audit Committee	3.06%
Multilateral Investment Guarantee Agency				
To encourage the flow of investments for productive purposes among member countries, thus supplementing the activities of the International Bank for Reconstruction and Development, the International Finance Corporation and other international development finance institutions.	1818-H Street NW Washington, DC 20433 U.S.A. (202) 477-6167	*Bretton Woods and Related Agreements Act*, 1988	Deloitte Touche Tohmatsu (Int'l Firm)	2.86%

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Foreign Affairs				
African Development Bank				
To contribute to the economic development and social advancement of the member countries, individually and collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Africa.	01, PO Box 1387 Abidjan 01 Ivory Coast Africa 011-225-20-44-44	Agreement signed by member countries, 1963 and the *International Development (Financial Institutions) Continuing Assistance Act*	Deloitte & Touche; and Akintola Williams and Hussan Inc.	3.007%
Asian Development Bank				
To promote the economic and social advancement of developing country members. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Asia.	PO Box 789 1099 Manila Philippines 011-632-711-3851	Agreement signed by member countries, 1965 and the *International Development (Financial Institutions) Continuing Assistance Act*	Deloitte & Touche	5.341%
Caribbean Development Bank				
To contribute to the harmonious economic growth and development of the member countries, and integration among them, having special and urgent regard to the needs of the less developed members of the region. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives.	PO Box 408 Wilday, St. Michael Bridgetown Barbados 1-8-246-429-3550	Agreement signed by member countries, 1969 and the *International Development (Financial Institutions) Continuing Assistance Act*	Price Waterhouse	9.03%

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Foreign Affairs (continued)				
Inter-American Development Bank				
To contribute to the acceleration of the process of economic/social development of the regional developing member countries, individually or collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives.	1300 New York Ave. NW Washington, DC 20577 U.S.A. (202) 623-1000	Agreement signed by member countries, 1959 and the *International Development (Financial Institutions) Continuing Assistance Act*	Price Waterhouse	4.00%
International Boundary Commission				
To maintain the demarcation and cartographic representation of the land and water boundary between Canada and the United States, and to regulate all construction within three metres of the boundary line.	Room 571 615 Booth St. Ottawa ON K1A 0E9 (613) 995-4341	Treaty of Washington, 1908; *International Boundary Commission Act*, 1960	n/app	1/2
Minister of Veterans Affairs				
Commonwealth War Graves Commission				
To mark and maintain graves and memorials and keep records of the members of the Forces of the Commonwealth who died in the two World Wars.	2 Marlow Rd. Maidenhead Berkshire, U.K. SL6 7DX (0628) 34221	Royal Charter, 1917	Coopers Lybrand & Deloitte	1/10

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members[2]
Minister of Agriculture and Agri-Food				
Adaptation Development Agricultural Production Technology Council Farm Centre (ADAPT)				
An industry-led council administers the funds allocated to P.E.I. by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	420 University Ave. Room 103 Charlottetown PE C1A 7Z5 (902) 368-2005	*Companies Act* of the Province of Prince Edward Island, 1997	Beaton Fitzpatrick Murray	2/11
Agri-adaptation Council Inc.				
An industry-led council administers the funds allocated to Newfoundland by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 1045 308 Brookfield Road Mount Pearl NF A1N 3C9 (709) 747-4874	*Companies Act* of the Province of Newfoundland and Labrador, 1996	To be appointed	1/8
Agricultural Adaptation Council				
An industry-led council administers the funds allocated to Ontario by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	192 Nicklin Road Guelph ON N1H 7L5 (519) 822-7554	*Agricultural and Horticultural Organizations Act* of the Province of Ontario, 1995.	Hillson Co. LLP (Guelph)	2/15

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[2] This fraction shows the number of federally appointed members of the entity's board or governing body over the total number of board members.

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Agriculture and Food Council of Alberta				
An industry-led council administers the funds allocated to Alberta by the federal government to promote the agri–food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Suite 402 1101-5 Street Nisku AB T9E 7N3 (780) 955-3714	*Society Act* of the Province of Alberta, 1994	Pennock, Acheson, Nielien, Devaney CAs	1/29
Agriculture Institute of Management in Saskatchewan, Inc. (AIMS)				
To co-operate with the federal and provincial governments in the implementation of the Canadian Farm Business Management Program in Saskatchewan.	Room 125 3085 Albert St. Regina SK S4S 0B1 (306) 787-5964	Section 4(a) of the *Department of Agriculture and Agri-Food Act*	Mintz & Wallace	4/12
Agri-Food Innovation Fund				
To support the development of emerging primary and value-added agriculture sectors by providing assistance for research, development and infrastructure needs, and to facilitate transition to a more market driven economy for the Saskatchewan agri-food industry.	Room 329 3085 Albert St. Regina SK S4S 0B1 (306) 780-8262	*The Crown Corporations Act*, 1993 (Sask.) and *The Agri-Food Innovation Act*, 1995 (Sask.)	Saskatchewan Provincial Auditor	6/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Agri-Futures Nova Scotia				
An industry-led council administers the funds allocated to Nova Scotia by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	757 Ostrea Lake Road Musquodoboit Hbr NS B0J 2L0 (902) 889-2323	*Societies Act* of the Province of Nova Scotia, 1996	Price Waterhouse Coopers	1/9
B.C. Investment Agriculture Foundation (BCIAF)				
An industry-led council administers the funds allocated to B.C. by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 8248 Victoria BC V8W 3R9 (250) 356-1830	*Society Act* of the Province of British Columbia, 1996	BDO Dunwoody LLP	1/11

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Beef Industry Development Fund				
The Beef Industry Development Fund was established by federal-provincial agreement as a successor of the National Tripartite Stabilization Program for Beef. The provinces of British Columbia, Alberta, Saskatchewan, Manitoba and Ontario have contributed funds which the federal government will match to support beef industry development projects in the areas of international and domestic market development, research and training.	Canadian Cattlemen's Association 215-6715 8th Street NE Calgary AB T2E 7H7 (403) 275-8558	Federal-Provincial Agreement-National Transition Scheme for Feeder Calves, Feeder Cattle and Slaughter Cattle, *Farm Income Protection Act*	BDO Dunwoody (Calgary)	4/13
Canada-Alberta Beef Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the beef industry in Alberta.	Alberta Cattle Commission 215-6715 8th Street NE Calgary AB T2E 7H7 (403) 275-8558	Canada-Alberta Beef Industry Development Companion Agreement, *Farm Income Protection Act*	KPMG LLP	1/7
Canada-Alberta Hog Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the hog industry in Alberta.	Alberta Pork Producers Development Corporation 10319 Princess Elizabeth Ave. Edmonton AB T5G 0Y5 (403) 474-8288	Canada-Alberta Hog Industry Development Companion Agreement and Amending Agreement, *Farm Income Protection Act*	KPMG	1/7

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Canada-Alberta Sugar Beet Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the sugar beet industry in Alberta.	Alberta Sugar Beet Growers' Marketing Board 4900-50th Street Taber AB T1G 1T3 (403) 223-1110	Canada-Alberta Sugar Beet Industry Development Companion Agreement, *Farm Income Protection Act*	BDO Dunwoody LLP	1/7
Canada-Alberta Value-added Industry Development Program				
To encourage and promote research and development activities of the value-added agricultural sector in Alberta.	AVAC Ltd. Suite 220 6815-8th Street NE Calgary AB T2E 7H7 (403) 274-2774	Canada-Alberta Value-added Industry Development Program Companion Agreement, *Farm Income Protection Act*	KPMG	1/7
Canada-Manitoba Agri-Food Research and Development Initiative				
To initiate, encourage, promote, and conduct innovative research and development projects that contribute to the economic well-being of Canada and Manitoba.	Administrator Agri-food R&D Council Manitoba Association of Agricultural Societies PO Box 72 Morris MB R0G 1K0 (204) 758-3056	Canada-Manitoba Agri-Food Research and Development Initiative Companion Agreement, *Farm Income Protection Act*	Hamilton and Asselstine, CA	6/13
Canada-Newfoundland Agri-Food Innovation Fund				
To provide financial assistance to Newfoundland farmers for the development of primary and value-added agricultural sectors in Newfoundland and Labrador.	Department of Forest Resources and Agrifoods PO Box 8700 St. John's NF A1B 4J6 (709) 729-5090	Canada-Newfoundland and Labrador Agri-Food Innovation Agreement, *Farm Income Protection Act*	Newfoundland Provincial Auditor	1/4

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Canadian Farm Business Management Council (CFBMC)				
To monitor and provide guidance on the implementation of the Canadian Farm Business Management Program; promote and encourage the application of sound farm business management principles and practices; and encourage, co-ordinate and fund projects undertaken on a national, regional, multi-provincial or provincial basis.	Suite 903 75 Albert St. Ottawa ON K1P 5E7 (613) 237-9060	*Canada Corporations Act*, 1992	Deloitte & Touche	1/23
Canadian International Grains Institute				
To promote, on a non-profit basis for the general advantage of Canada, the development, maintenance and enlargement of Canadian and international markets for Canadian grains and oilseeds and the products thereof.	Suite 1000 303 Main St. Winnipeg MB R3C 3G7 (204) 983-3289	*Canada Corporations Act*, 1972	Deloitte & Touche	5/5
Canadian Livestock Records Corporation				
To perform services for and on behalf of members of the fifty Breed Associations. To ensure the maintenance of the Breed Associations' Herd Books, and to maintain the General Stud and Herd Book.	2417 Holly Lane Ottawa ON K1V 0M7 (613) 731-7110	*Animal Pedigree Act*, 1988	Ernst & Young	1/6

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Centre de développement du porc du Québec Inc.				
To promote the development and use of new technologies that could improve quality, efficiency and profitability of the Quebec hog industry, with respect to environment.	Bureau 340 2795, boul. Laurier Ste-Foy QC G1V 4M7 (418) 650-2440	3^{e} partie de la *Loi sur les compagnies du Québec*	Samson Bélair	1/19
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)				
To advise the Minister of Agriculture, Fisheries and Food Quebec on research and development activities to encourage dialogue in order to help the bio-food sector further the goal of sustainable development.	Direction de la recherche MAPAQ 200, chemin Ste-Foy Quebec QC G1R 4X6 (418) 646-5774	Gouvernement du Québec; *Loi sur le vérificateur général*	Auditor General of Quebec	1/15
Conseil pour le développement de l'agriculture du Québec (CDAQ)				
To administer the funds allocated to Québec by the federal government to the agriculture sector under the Canadian Adaptation and Rural Development (CARD) Fund.	555, boul. Roland-Therrien Longueuil QC J4H 3Y9 (514) 679-0530	3^{e} partie de la *Loi sur les compagnies du Québec*	Groupe Mallette Maheu	1/9
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.				
An industry-led council administers the funds allocated to Québec by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace	Bureau 200 9001, boul. de l'Acadie Montréal QC H4N 3H7 (514) 858-2000	3^{e} partie de la *Loi sur les compagnies du Québec*	Samson Bélair Deloitte & Touche	1/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
GEAGRI				
To contribute to the development of agriculture management and economy through the gathering of partners for the realization of activities, tools and services suited for customers' needs.	9^e étage 200 chemin Ste-Foy Quebec QC G1R 4X6 (418) 646-5772	Gouvernement du Québec : *Loi sur l'inspecteur général des institutions financières*	Groupe Mallette Maheu	1/16
Manitoba Crop Diversification Centre (MCDC)				
An industry-led initiative with a mandate to identify, evaluate, demonstrate and facilitate the use of new crops, technologies and value added opportunities in a sustainable agricultural system. MCDC has three owned sites and two partnership sites representing a range of soil and climates. Much of the centre's work is carried out in co-operation with outside agencies, groups and individuals. The centre provides a variety of assistance for research and demonstration activities, including technical support and use of its facilities and land.	PO Box 309 Carberry MB R0K 0H0 (204) 834-6000	*Prairie Farm Rehabilitation Act*	Myers, Norris & Penny Auditor General of Canada	3/9

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Manitoba Rural Adaptation Council Inc.				
An industry-led council administers the funds allocated to Manitoba by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	508-800 Portage Avenue Winnipeg MB R3G 0N4 (204) 982-4791	The *Corporation Act* of the Province of Manitoba, 1996	Neyers, Norris and Panny	1/22
New Brunswick Agricultural Council				
An industry-led council administers the funds allocated to New Brunswick by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 5001 381 Killam Dr. Moncton NB E1C 8R3 (506) 856-2633	*Companies Act* of the Province of New Brunswick, 1997	Grant Thornton LLP	1/10
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)				
To strengthen New Brunswick's rural and resource-based economy through the development, application and commercialization of biotechnology and technological innovations.	c/o New Brunswick Department of Agriculture and Rural Development PO Box 636 Fredericton NB E3B 5A6 (506) 444-2444	New Brunswick Biotechnology Centre of Excellence Endowment Fund Agreement, *Department of Agriculture and Agri-Food Act.* Provincially incorporated under the laws of the Province of New Brunswick.	Teed, Saunders, Doyle Co. (Fredericton)	2/11

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Nova Scotia Apple Industry Development Fund				
To undertake activities to enhance the ability of the Nova Scotia apple industry to compete in the domestic and international marketplace.	Nova Scotia Department of Agriculture & Marketing MacRae Library 137 College Rd. PO Box 550 Truro NS B2N 5E3 (902) 893-6511	Canada-Nova Scotia Agreement, National Transition Scheme for Apples in Nova Scotia, Schedule B: Apple Industry Fund; *Farm Income Protection Act.*	To be appointed	2/8
Nova Scotia Research and Development for Grain and Forage				
To provide financial assistance to Nova Scotia farmers for long-term industry-supported grain and forage initiatives in Nova Scotia.	Nova Scotia Department of Agriculture & Marketing MacRae Library 137 College Rd. PO Box 550 Truro NS B2N 5E3 (902) 893-6511	Canada-Nova Scotia Research and Development Program for Grain and Forage Agreement, *Farm Income Protection Act.*	To be appointed	1/5
Nova Scotia Technology Development 2000				
To provide financial assistance to Nova Scotia farmers for long-term industry-supported agricultural research in Nova Scotia.	Nova Scotia Department of Agriculture & Marketing MacRae Library 137 College Rd. PO Box 550 Truro NS B2N 5E3 (902) 893-6511	Canada-Nova Scotia Research Technology 2000 Development Agreement, *Farm Income Protection Act.*	To be appointed	2/8

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Ontario Agriculture Training Institute (OATI)				
To co-operate with the federal and provincial governments in the implementation of the Canadian Farm Business Management Program in Ontario.	450 Speedvote Ave. W Suite 202 Guelph ON N1H 7Y6	*Corporations Act* of the Province of Ontario, 1990	Deloitte & Touche	1/17
Ontario Safety Net Research and Development Fund				
To improve the long-term competitive position and increase the diversity of the Ontario agriculture and food sector. The fund is administered by the Agricultural Adaptation Council for Ontario.	Agricultural Adaptation Council 90 Woodlawn Rd. W Guelph ON N1H 1B2 (519) 822-7554	*Agricultural and Horticultural Organizations Act*, Province of Ontario R.S.O., 1990, c. A.9. Provincially incorporated in 1995.	Hillson and Co. (Guelph)	1/12
POS Pilot Plant Corporation				
Excellence in service through dedicated staff providing bioprocessing solutions that enhance our clients' competitiveness	118 Veterinary Rd. Saskatoon SK S7N 2R4 (306) 978-2800	*Canada Corporations Act*, 1973	KPMG	1/12
Saskatchewan Council for Community Development				
An industry-led council administers the funds allocated to Saskatchewan by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Suite 102 #15 Innovation Blvd. Saskatoon SK S7N 2X8 (306) 975-6851	*The Non-Profit Corporations Act* of the Province of Saskatchewan, 1996	Davies & Breen	1/7

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Territorial Farmers Association NWT				
An industry-led council administers the funds allocated to the Northwest Territories by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 4386 Hay River NWT X0E 1G3 (867) 874-5267	*Societies Act* of the Territory of the North West Territories	To be appointed	1/6
Western Grains Research Foundation				
To initiate, encourage, support and conduct research into grain production and into economic and market development of grain products.	112-15 Innovation Blvd. Saskatoon SK S7N 2X8 (306) 975-0060	*Canada Corporations Act*, 1981	Price Waterhouse Coopers	1/18
Yukon Agricultural Association				
An industry-led council administers the funds allocated to Yukon Territory by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Room 202 302 Steele St PO Box 4703 Whitehorse YK Y1A 4Z2 (867) 667-6864	The *Societies Act* of the Territory of the Yukon, 1974	Thorne Little	1/8

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage				
2001 London Alliance Canada Summer Games Host Society Inc.				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2001 Canada Games on behalf of Canada, the Province of Ontario, The London Alliance and the Canada Games Council and other complementary purposes.	3397 White Oak Rd. London ON N6E 3A1 (519) 690-2001	*The Corporations Act* (Ontario) 1997	To be appointed	1/10
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2003 Bathurst–Campbellton Canada Winter Games on behalf of Canada, the Province of New Brunswick and other complementary purposes.	29 Roseberry St. Campbellton Restigouche County PO Box 456 Campbellton NB E3N 3G9	*Corporate Act of New Brunswick* July 1999	To be appointed	Not available
Association for the Export of Canadian Books				
To promote the export of Canadian books. To administer the export budget for the Department of Canadian Heritage's Book Publishing Industry Development Program.	Suite 504 1 Nicholas St. Ottawa ON K1N 7B7 (613) 562-2324	*Canada Corporations Act*, 1972	Logan Katz	2/12
Calgary Olympic Development Association				
To foster the development of Canadian winter sport athletes, administer the Olympic Endowment Funds, and operate and maintain Canada Olympic Park.	88 Canada Olympic Rd. SW Calgary AB T2M 4N3 (403) 247-5416	*Society Act of Alberta*, 1979	Price Waterhouse	1/20

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
Canada Games Council				
To provide a major national multi-sport event for the best young athletes in all provinces and territories.	1600 James Naismith Drive Gloucester ON K1B 5N4 (613) 748-5799	*Canada Corporations Act*, 1991	Deloitte & Touche	1/10
Canadian Television Fund, The				
To increase the broadcast presence of high quality Canadian programs and to enhance the Canadian broadcasting and production sector.	Suite 802 45 Charles St. E Toronto ON M4Y 1S2 (416) 975-4941	*Canada Corporations Act*, Part II, 1996	KPMG	3/16
Centre national multisport – Montréal				
To help top-flight athletes training for the Olympic Games, world championships and other global competitions to reach their highest level of performance.	1000, rue Émile-Journeault Montréal QC H2M 2E7 (514) 872-1999	Partie 3, *Loi sur les compagnies* (Québec) 1997	Gosselin et associés	1/10
Coaching Association of Canada				
To enhance the experience of all Canadian athletes through quality coaching.	141 Laurier Ave. W Suite 300 Ottawa ON K1P 5S3 (613) 235-5000	*Canada Corporations Act*, 1971	Ouseley Hanvey Clipsham Deep	4/12
Le Consortium de télévision Québec Canada Inc. (TV5)				
Promote the French language throughout the world through a specialty television service.	Bureau 101 1755, Boul. René-Lévesque E Montreal QC H2K 4P6 (514) 522-5322	*Canada Corporations Act*, Part II, 1991	Samson Bélair Deloitte & Touche	3/20

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
National Sport Centre – Atlantic Canada				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	Suite 308 5516 Spring Garden Rd. Halifax NS B3J 3G6 (902) 425-5622	*Nova Scotia Act*, 1999	Deloitte & Touche	1/14
National Sport Centre – Calgary				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o Faculty of Physical Education University of Calgary 2500 University Drive NW Calgary AB T2N 1N4 (403) 220-8196	*Society Act of Alberta*, 1994	Price Waterhouse	1/11
National Sport Centre – Greater Victoria				
To create a dynamic environment for sport excellence at all levels by delivering world class coaching, quality athlete services and long-term sport development programs.	4636 Elk Drive Victoria BC V8Z 5M1 (250) 744-3583	*Society Act of B.C.*, 1988	Norgaard, Neale, Campden Ltd.	1/12
National Sport Centre – Toronto				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o Ontario Sport and Recreation Centre Suite 302 1185 Eglinton Ave. E North York ON M3C 3C6 (416) 426-7184	*Canada Corporations Act* 1998	James G.A. Gibbs	1/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
National Sport Centre – Vancouver				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o Sport B.C. 509-1367 East Broadway Vancouver BC V6H 4A9 (604) 737-3024	*Society Act of BC*, 1998	To be appointed	1/10
National Sport Centre – Winnipeg				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o University of Manitoba Frank Kennedy Centre Room 138 17 Dafoe Rd. Winnipeg MB R3T 2N2 (204) 474-6604	*Corporate Act of Manitoba*	Hemingway Silver	1/14
Sport Information Resource Centre				
To maintain a non-profit national sport information resource centre to serve the educational needs of those involved in the development of sport and fitness in Canada.	1600 James Naismith Drive Gloucester ON K1B 5N4 (613) 748-5658	*Canada Corporations Act*, 1987	Guindon Charron	1/11
Minister of the Environment				
Wildlife Habitat Canada				
To promote the conservation, restoration and enhancement of wildlife habitat in Canada in order to retain the diversity, distribution and abundance of wildlife.	Suite 200 7 Hinton Ave. N Ottawa ON K1Y 4P1 (613) 722-2090	*Canada Corporations Act*, 1984	KPMG Peat Marwick Thorne	6/10

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Fisheries and Oceans				
International Fisheries Commissions Pension Society				
To arrange for and administer the provision of pensions and insurance for Canadian employees of any international fisheries commission whose seat or headquarters is established and maintained by Canada or the U.S., or both.	c/o Fisheries and Oceans 200 Kent St. Ottawa ON K1A 0E6 (613) 993-1860	*Canada Corporations Act*, 1957	Director General Corporate Review, Evaluation and Audit Directorate, Fisheries and Oceans	4/8
Minister of Foreign Affairs				
Asia-Pacific Foundation of Canada				
To develop closer ties between the peoples and institutions of Canada and the Asia-Pacific region.	Suite 666 999 Canada Place Vancouver BC V6C 3E1 (604) 684-5986	*Asia-Pacific Foundation of Canada Act*, 1984	Arthur Andersen & Company	10/17
International Centre for Human Rights and Democratic Development				
To promote and support co-operation between Canada and other countries for the purpose of developing and strengthening human rights institutions.	Suite 1100 1001, Boul. de Maisonneuve E Montréal QC H2L 4P9 (514) 283-6073	*International Centre for Human Rights and Democratic Development Act*, 1988	Auditor General of Canada	13/13
Roosevelt Campobello International Park Commission				
To administer as a memorial the Roosevelt Campobello International Park.	PO Box 9 Welshpool Campobello Is. NB E0G 3H0 (506) 752-2992	*The Roosevelt Campobello International Park Commission Act*, 1964	Foster, Carpenter, Black & Co.	4/6

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Health				
Canadian Centre on Substance Abuse				
To promote informed debate and increased public awareness and participation on the part of Canadians regarding alcohol and drug related issues; to disseminate information on the nature, extent and consequences of substance abuse, and to support and assist organizations involved in substance abuse treatment prevention and educational programming.	Suite 300 75 Albert St. Ottawa ON K1P 5E7 (613) 235-4048	*Canadian Centre on Substance Abuse Act*, 1988	McIntyre & McLarty	6/9
Canadian Health Services Research Foundation				
To sponsor and promote applies health systems research, to enhance its quality and relevance, and to facilitate its use in evidence-based decision making by policy makers and health systems managers.	Suite 301 11 Holland Ave. Ottawa ON K1Y 4S1 (613) 728-2238	*Canada Corporations Act*, 1997	Ernst & Young LLP	3/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Health (continued)				
Canadian Institute for Health Information				
To serve as the national mechanism to co-ordinate the development and maintenance of a comprehensive and integrated health information system in Canada; to co-ordinate the provision of accurate and timely information required for: (i) the establishment of sound health policy, (ii) the effective management of the Canadian health system, and (iii) generating public awareness about factors affecting good health.	Suite 200 377 Dalhousie St. Ottawa ON K1N 9N8 (613) 241-7860	*Canada Corporations Act*, 1995	Price Waterhouse (1997)	1/15
PARTICIPaction				
To inform Canadians about the positive benefits of physical fitness and to motivate them to adopt healthy, physically active lifestyles. To promote fitness through participation in sport and physical recreation.	Suite 220 40 Dundas St. W Toronto ON M5G 2C2 (416) 977-7467	*Canada Corporations Act*, 1971	KPMG Peat Marwick Thorne	1/20
Terry Fox Humanitarian Award Inc.				
To encourage Canadian youth to seek high ideals as represented by Terry Fox by granting commemorative scholarships for the pursuit of higher education; to establish, maintain and manage an endowment fund.	c/o Simon Fraser University Burnaby BC V5A 1S6 (604) 291-3057	*Canada Corporations Act*, 1980	Ouseley Hanvey Clipsham Deep	3/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Human Resources Development and Minister of Finance				
Canada Millennium Scholarship Foundation				
To grant scholarships to students who are in financial need and who demonstrate merit in order to improve access to post-secondary education.	Suite 800 1000 Sherbrooke St. W Montreal QC H3A 3R2	*Budget Implementation Act*, 1998	Ernst & Young LLP	6/15
Minister of Indian Affairs and Northern Development				
Northern Native Fishing Corporation				
To preserve a fleet of fishing vessels and related licences for the long-term benefit of native fishers, and to foster their development as independent business operators.	Site 19, Comp. 45 RR 3 Station Main Kitsum Kalum Reserve Terrace BC V8G 4R6 (250) 638-0986	*British Columbia Companies Act*, 1982	Carlyle Shepherd & Co.	1/7
Minister of Industry				
Canada Foundation for Innovation				
To strengthen Canadian capability for research by committing funds to the development of research infrastructure in Canada.	350 Albert St. PO Box 77 Ottawa ON K1R 1A4 (613) 947-6496	*Budget Implementation Act*, 1997	To be appointed	7/15
Minister of Industry and Minister Responsible for Canada Economic Development				
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)				
To foster the entrepreneurial spirit and the creation of businesses among students, graduates and the entire personnel of the UQAC, and to support the development activities of other institutions of higher learning in the region.	555, boul. de l'Université Chicoutimi QC G7H 2B1	*Loi sur les compagnies du Québec*, 1998	Raymond Chabot Grant Thornton	1/11

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Industry and Minister Responsible for Canada Economic Development (continued)				
Corporation Camp Spatial Canada				
To manage the Cosmodome, a complex dedicated to science, museology and tourism.	2150, Autoroute des Laurentides Laval QC H7T 2T8	*Canada Corporations Act*, 1991	Samson Bélair Deloitte et Touche	2/15
Fondation du maire de Montréal pour la Jeunesse				
To assist young disadvantaged Montrealers who are contributing to Montreal's economic development by starting their own businesses.	Bureau 800 385 Sherbrooke E Montréal QC H2X 1E3 (514) 872-8401	*Loi sur les compagnies du Québec*, 1995	Auditor of the City of Montreal	1/17
Fondation Jacques Gagnon Inc.				
To promote entrepreneurship in Quebec through the "Fondation de l'Entrepreneurship du Québec".	Bureau 250 160-76e rue E Charlesbourg QC G1H 7H6	*Loi sur les compagnies du Québec*, 1980	Raymond Chabot Grant Thornton	2/25
Fonds de développement-emploi Montréal				
To promote the economic development of the most disadvantaged areas of Montreal by providing capital funding to small local businesses through a capital investment fund.	Bureau 100 5703, rue Sherbrooke E Montréal QC H1N 3M1	*Loi sur les compagnies du Québec*, 1988	Mallette Maheu	1/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Industry and Minister Responsible for Canada Economic Development (continued)				
Fonds d'investissement et de développement de l'emploi dans les quartiers centraux de Québec (FIDE) Inc.				
To promote the economic development of the most disadvantaged areas of Québec City by providing capital funding to small local businesses through a capital investment fund.	825, rue Sainte-Thérèse Bureau 201 Québec QC G1N 1S6	*Loi sur les compagnies du Québec*, 1996	Le Vérificateur de la Ville de Québec	1/10
Institut de commerce électronique				
To promote and encourage companies in the use of electronic document transfers and electronic trade technologies.	Centre de commerce mondial Niveau Mezzanine Bureau CT-228 393, St-Jacques O Montréal QC H2Y 1N9	*Loi sur les compagnies du Québec*, 1990	Samson Bélair Deloitte & Touche	1/11
Montréal International				
To promote the Greater Montreal area at an international level.	Bureau 3200 380, rue St-Antoine O Montréal QC H2Y 3X7	*Loi sur les compagnies du Québec*, 1988	Raymond Chabot Grant Thornton	1/22
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.				
To support the launching and development of aquacultural enterprises in the Gaspé Peninsula, the Îles-de-la-Madeleine and on the North Shore.	153, rue de la Reine BP 310 Gaspé QC G4X 1T5	*Loi sur les compagnies du Québec*, 1998	Eric Duguay C.A.	2/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources				
Canada-Newfoundland Offshore Petroleum Board				
To administer the relevant provisions of the *Canada-Newfoundland Atlantic Accord Implementation Acts* as enacted by the Parliament of Canada and the Legislature of Newfoundland and Labrador. The Board is funded by equal contributions from both the federal and provincial governments.	TD Place 5th Floor 140 Water St. St. John's NF A1C 6H6 (709) 778-1400	The *Canada-Newfoundland Atlantic Accord Implementation Act*, 1987	Deloitte & Touche	3/7
Canada-Nova Scotia Offshore Petroleum Board				
To administer the relevant provisions of the *Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Acts* as enacted by the Parliament of Canada and the Legislature of Nova Scotia. The Board is funded by both the federal and provincial governments with equal contributions.	TD Centre 6th Floor 1791 Barrington St. Halifax NS B3N 3K9 (902) 422-5588	The *Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act*, 1988	Deloitte & Touche	2/5
Canada's Climate Change Voluntary Challenge and Registry				
To provide the means for promoting, assessing and recognizing the effectiveness of the voluntary approach in addressing Canada's climate change objectives.	Suite 600 170 Laurier Ave. W Ottawa ON K1P 5V5 (613) 565-5151	*Canada Corporations Act*, 1997	McCay Duff & Co.	2/18

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources (continued)				
Canadian Energy Research Institute				
To undertake independent, high quality economic research on energy and related environmental issues and policies in order to assist Canadian business and government organizations.	#150 3512-33 St. NW Calgary AB T2L 2A6 (403) 282-1231	*Alberta Societies Act* (October 15, 1996) & *Canada Corporations Act*, 1998	Joe Benaschak, CA	6/26
Canadian Wheat Board, The				
To market wheat and barley grown in Western Canada in the best interests of Western Canada's grain producers; and to administer the Prairie Grain Advance Payments Act.	423 Main Street PO Box 816, Station Main Winnipeg MB R3C 2P5 (204) 983-0239	*Canadian Wheat Board Act*, 1935 and amendments to the *Canadian Wheat Board Act*, 1998	Deloitte & Touche	5/15
Forest Engineering Research Institute of Canada				
To conduct research and development aimed at improving the efficiency of operations relating to the harvesting and transportation of wood and to improving the equipment used for silvicultural and private woodlots forestry of Canada.	580, boul. St-Jean Pointe-Claire QC H3R 3J9 (514) 694-1140	*Canada Corporations Act*, 1976	Samson Bélair Deloitte & Touche	3/22
Forintek Canada Corporation				
To be the leading force in the technological advancement of the Canadian wood products industry, through creation and implementation of innovative concepts, processes, products, and education programs.	University of British Columbia 2665 East Mall Vancouver BC V6T 1W5 (604) 224-3221	*Canada Corporations Act*, 1979	Coopers & Lybrand	2/26

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources (continued)				
Maritime Forestry Complex Corporation				
To establish a Maritime Provinces Regional Forestry Complex.	Hugh John Flemming Forestry Centre 1350 Regent Fredericton NB E3C 2G6 (506) 452-6950	*Maritime Forestry Complex Corporations Act*, New Brunswick, 1980	Deloitte & Touche	3/10
Pulp and Paper Research Institute of Canada				
To enhance the technical competitiveness of its member companies through activities that support and supplement their own research and technical efforts.	570, boul. St-Jean Pointe-Claire QC H9R 3J9 (514) 630-4100	*Canada Companies Act*, 1950	Samson Bélair Deloitte & Touche	2/22
Tree Canada Foundation				
To promote public awareness and education regarding Canada's forests, to provide leadership and community action in building the conservation ethic in Canada and in co-ordinating actions and soliciting co-operation and funding, in support of urban and rural tree planting.	Suite 1550 220 Laurier Ave. W Ottawa ON K1P 5Z9 (613) 567-5545	*Canada Corporations Act*, 1991	KPMG Peat Marwick Thorne	1/15
Minister of Transport				
Blue Water Bridge Authority				
To acquire, hold, operate, maintain, repair and add to the Canadian portion of the Blue Water Bridge between Point Edward, Ontario and Port Huron, Michigan.	1 Bridge Street Point Edward ON N7V 4J5 (519) 336-2720	*Blue Water Bridge Authority Act*, 1964	Deloitte & Touche	4/4

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
Buffalo and Fort Erie Public Bridge Authority				
To construct, maintain and operate the Peace Bridge between Buffalo, New York and Fort Erie, Ontario.	Suite 232 10 Queen St. Fort Erie ON L2A 6M4 (905) 871-1608	*An Act respecting the Buffalo and Fort Erie Public Bridge Company*, 1934	Ernst & Young	5/10
CANADA PORT AUTHORITIES				
To manage the marine infrastructure and services in a commercial manner that encourages, and takes into account, input from users and the community in which the port is located.				
Belledune Port Authority	261 Shannon Drive Belledune NB E8G 2W1	*Canada Marine Act*, 1999	To be appointed	5/7
Fraser River Port Authority	500-713 Columbia St. New Westminster BC V3M 1B2	*Canada Marine Act*, 1999	Grant Thornton	5/7
Halifax Port Authority	Pier 19 1215 Marginal Rd. PO Box 336 Halifax NS B3J 2P6	*Canada Marine Act*, 1999	Grant Thornton	5/7
Montreal Port Authority	Port of Montreal Building, Wing #1 Cité du Havre Montreal QC H3C 3R5	*Canada Marine Act*, 1999	Samson Bélair Deloitte & Touche	5/7
Nanaimo Port Authority	104 Front St. PO Box 131 Nanaimo BC V9R 5K4	*Canada Marine Act*, 1999	Bestwick & Partners	5/7
North Fraser Port Authority	2020 Airport Road N Richmond BC V7B 1C6	*Canada Marine Act*, 1999	BDO Dunwoody	5/7
Port Alberni Port Authority	2750 Harbour Road Port Alberni BC V9Y 7X2	*Canada Marine Act*, 1999	Hill Lacoursiere & Mollon	5/7

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Prince Rupert Port Authority	110 Third Avenue W Prince Rupert BC V8J 1K8	*Canada Marine Act*, 1999	KPMG	5/7
Minister of Transport (continued)				
CANADA PORT AUTHORITIES *(continued)*				
Quebec Port Authority	150 Dalhousie St. PO Box 2268 Québec QC G1K 7P7	*Canada Marine Act*, 1999	Mallette Maheu	5/7
Saguenay Port Authority	6600, chemin du Terminal Ville de La Baie QC G7B 3N9	*Canada Marine Act*, 1999	Samson Bélair Deloitte & Touche	5/7
Saint John Port Authority	5th Floor 133 Prince William St. Saint John NB E2L 2B5	*Canada Marine Act*, 1999	Ernst & Young	5/7
Sept-Îles Port Authority	1, quai Mgr-Blanche Sept-Îles QC G4R 5P3	*Canada Marine Act*, 1999	Mallette Maheu	5/7
St. John's Port Authority	1 Water St. PO Box 6178 St. John's NF A1C 5X8	*Canada Marine Act*, 1999	Grant Thornton	5/7
Thunder Bay Port Authority	100 Main St. Thunder Bay ON P7B 6R9	*Canada Marine Act*, 1999	BDO Dunwoody	5/7
Toronto Port Authority	60 Harbour St. Toronto ON M5J 1B7	*Canada Marine Act*, 1999	Deloitte & Touche	5/7
Trois-Rivières Port Authority	1545, rue du Fleuve Bureau 300 Trois-Rivières QC G9A 5K2	*Canada Marine Act*, 1999	Morin Cadieux Matteau Normand	5/7
Vancouver Port Authority	1900-200 Granville St. Vancouver BC V6C 2P9	*Canada Marine Act*, 1999	KPMG	6/9

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Windsor Port Authority	502-251 Goyeau St. Windsor ON N9A 6V2	*Canada Marine Act*, 1999	Collins Barrow	5/7

Minister of Transport (continued)

CANADIAN AIRPORT AUTHORITIES

The mandate of a Canadian Airport Authority is to manage, operate and develop the airport(s) for which it is responsible in a safe, secure, efficient, cost effective and financially viable manner with reasonable airport user charges and equitable access to all air carriers; to undertake and promote the development of the airport lands for which it is responsible for uses compatible with air transportation activities; and to expand transportation facilities and generate economic activity in ways that are compatible with air transportation activities. The date of the official transfer of operational, managerial and developmental control of the airport(s) concerned from Transport Canada to the Airport Authority generally occurs one or more years after the year in which the Authority was incorporated.

Calgary Airport Authority	Calgary International Airport 2000 Airport Rd. NE Calgary AB T2E 6W5	*Regional Airports Authority Act* (Alberta), 1990	Price Waterhouse Coopers LLP	2/17
Charlottetown Airport Authority Inc.	Suite 132 250 Maple Hills Ave. Charlottetown PE C1C 1N2	*Canada Corporations Act*, Part II, 1996	Grant Thornton	3/12
Edmonton Regional Airports Authority	PO Box 9860 Edmonton AB T5J 2T2	*Regional Airports Authority Act* (Alberta), 1990	KPMG	2/15
Gander International Airport Authority Inc.	PO Box 392 Gander NF A1V 1W8	*Canada Corporations Act*, Part II, 1996	To be appointed	2/16
Greater Fredericton Airports Authority Inc.	Suite 204 358 King St. Fredericton NB E3B 1E3	*Canada Corporations Act*, Part II, 1996	To be appointed	3/12
Greater London International Airport Authority	1750 Grumlin Road London ON N5V 3B6	*Canada Corporations Act*, Part II, 1995	Ernst & Young	2/15
Greater Moncton Airport Authority Inc.	Unit 12 1575 Champlain St. Dieppe NB E1A 7P5	*Canada Corporations Act*, Part II, 1995	Grant Thornton	3/13

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Greater Toronto Airports Authority	PO Box 6031 Toronto AMF ON L5P 1B2	*Canada Corporations Act*, Part II, 1993	Deloitte & Touche	2/15
Minister of Transport (continued)				
CANADIAN AIRPORT AUTHORITIES (*continued*)				
Halifax International Airport Authority	PO Box 40 Elmsdale NS B0N 1M0	*Canada Corporations Act*, Part II, 1995	To be appointed	2/15
Ottawa Macdonald-Cartier International Airport Authority	50 Airport Rd. Gloucester ON K1V 9B4	*Canada Corporations Act*, Part II, 1995	Deloitte & Touche	2/15
Regina Airport Authority	1-5201 Regina Ave. Regina SK S4W 1B3	*Canada Corporations Act*, Part II, 1997	Ernst & Young	2/15
Saint John Airport Inc.	4180 Loch Lomond Road Saint John NB E2N 1L7	Incorporated provincially, 1997	Price Waterhouse Coopers	3/12
Saskatoon Airport Authority	Suite 1 2625 Airport Drive Saskatoon SK S7L 7L1	*Canada Corporations Act*, Part II, 1995	Deloitte & Touche	2/15
Société aéroportuaire de Québec	Aéroport internationale Jean Lesage Pièce 600 6^e av. Ste-Foy QC G2E 5W1	*Canada Corporations Act*, Part II, 1996	To be appointed	2/15
St. John's International Airport Authority	Unit 301 38 Pearson St. St. John's NF A1A 3R1	*Canada Corporations Act*, Part II, 1996	KPMG	3/15
Thunder Bay International Airports Authority Inc.	340-100 Princess St. Thunder Bay ON P7B 4W6	*Canada Corporations Act*, Part II, 1995	Ernst & Young	2/9

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Vancouver International Airport Authority	PO Box 23750 Airport Postal Outlet Richmond BC V7B 1Y7	*Canada Corporations Act*, Part II, 1990	KPMG	2/15
Minister of Transport (continued)				
CANADIAN AIRPORT AUTHORITIES *(continued)*				
Victoria Airport Authority	1640 Electra Blvd. PO Box 201 Sydney BC V8L 5V4	*Canada Corporations Act*, Part II, 1995	KPMG	2/14
Winnipeg Airports Authority Inc.	Admin. Bldg. Suite 249 2000 Wellington Ave. Winnipeg MB R3H 1C2	*Canada Corporations Act*, Part II, 1993	KPMG	2/15
HARBOUR COMMISSIONS				
To manage and control the harbour and the works and property therein under its jurisdiction. To develop the port and act as a catalyst in the utilization of port facilities in furthering trade nationally and internationally.				
Hamilton Harbour Commissioners, The	605 James St. N Hamilton ON L8L 1K1 (905) 525-4330	*Hamilton Harbour Commissioners' Act*, 1957	Price Waterhouse Coopers	2/3
Oshawa Harbour Commission	1050 Farewell St. Oshawa ON L1H 6N6 (905) 576-0400	*Harbour Commissions Act*, 1985	Deloitte & Touche	2/3
NAV CANADA				
To acquire, own, manage, operate and develop the Canadian civil air navigation system in a safe, secure, efficient and cost-effective manner.	77 Metcalfe St. Ottawa ON K1P 5L6	*Canada Corporations Act*, Part II, 1996	KPMG	3/15

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Saint John Harbour Bridge Authority				
To construct a bridge across the Harbour of Saint John, to enter into agreements respecting the financing, construction and financial operation of the bridge, and to collect tolls and other charges for the operation and maintenance of the bridge.	29 King St. PO Box 3728 Station B West Saint John NB E2M 5C1 (506) 635-1320	An Act to establish a Harbour Bridge Authority in the City of Saint John, 1962	Deloitte & Touche	1/7
Minister of Transport (continued)				
HARBOUR COMMISSIONS *(continued)*				
St. Lawrence Seaway Management Corporation				
To manage and operate the St. Lawrence Seaway pursuant to a management agreement entered into between the St. Lawrence Seaway Management Corporation and Her Majesty the Queen.	202 Pitt St. Cornwall ON K6J 3P7	*Canada Corporations Act*, Part II, 1998	Deloitte & Touche	1/9
Minister of Veterans Affairs				
Army Benevolent Fund				
To relieve distress and promote the well being of Second World War veterans of the Canadian Army and their dependants through the provision of financial assistance.	245 Cooper St. Ottawa ON K2P 0G2 (613) 996-6150	*Army Benevolent Fund Act*, 1947	Auditor General of Canada	5/5
Last Post Fund				
To ensure the provision of a dignified funeral and burial to eligible war veterans.	Pièce 916 685, rue Cathcart Montréal QC H3B 1M7 (514) 866-2727	Federal Charter, 1921	Consulting and Audit Canada	1/15

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Prime Minister				
Nature Trust of British Columbia, The				
To purchase and preserve ecologically important parcels of land in B.C.	808-100 Park Royal S West Vancouver BC V7T 1A2 (604) 925-1128	*Canada Corporations Act*, 1971	KPMG Peat Marwick Thorne	1/11
Prime Minister (continued)				
Vanier Institute of the Family, The				
To promote the spiritual and material well-being of Canadian families and to study their social, physical, mental, moral and financial environment and characteristics.	94 Centrepointe Drive Nepean ON K2G 6B1 (613) 228-8500	*Canada Business Corporations Act*, 1965	McCay, Duff	2/18

BANKRUPTCY AND INSOLVENCY ACT

The Superintendent of Bankruptcy has received shares in the following corporations from the trustee pursuant to the *Bankruptcy and Insolvency Act*:

1. 574994 British Columbia Ltd.
2. Amertek Inc.
3. Autoskill International Inc.
4. Bugaboos Eyewear Corporation
5. Canadian Manoir
6. Caoutech
7. Carvern International Industries Ltd.
8. Colby Resources Inc.
9. Cosem Newrostim Ltée
10. Data Trax Systems Ltd.
11. Goldenhill Cattle Company Ltd.
12. Groupe Immobilier Grilli Inc.
13. InterUnion Financial Corporation
14. Kenloch Distillers Ltd.
15. Les laboratoires Quelab Inc.
16. Madison Partners Limited
17. Omnitech Migration International Inc.
18. Sitraco Inc.
19. The Vivant Group Inc.
20. Unibex Inc.

LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA

LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA[1] BY MINISTERIAL PORTFOLIO

Name of Corporation	Category
Agriculture and Agri-Food	
Adaptation Development Agricultural Production Technology Council Farm Centre (ADAPT)	Shared-governance Corporation
Agri-adaptation Council Inc.	Shared-governance Corporation
Agricultural Adaptation Council	Shared-governance Corporation
Agriculture and Food Council of Alberta	Shared-governance Corporation
Agriculture Institute of Management in Saskatchewan, Inc. (AIMS)	Shared-governance Corporation
Agri-Food Innovation Fund	Shared-governance Corporation
Agri-Futures Nova Scotia	Shared-governance Corporation
B.C. Investment Agriculture Foundation (BCIAF)	Shared-governance Corporation
Beef Industry Development Fund	Shared-governance Corporation
Canada-Alberta Beef Industry Development Fund	Shared-governance Corporation
Canada-Alberta Hog Industry Development Fund	Shared-governance Corporation
Canada-Alberta Sugar Beet Industry Development Fund	Shared-governance Corporation
Canada-Alberta Value-added Industry Development Program	Shared-governance Corporation
Canada-Manitoba Agri-Food Research and Development Initiative	Shared-governance Corporation
Canada-Newfoundland Agri-Food Innovation Fund	Shared-governance Corporation
Canadian Dairy Commission	Parent Crown Corporation
Canadian Farm Business Management Council (CFBMC)	Shared-governance Corporation
Canadian International Grains Institute	Shared-governance Corporation
Canadian Livestock Records Corporation	Shared-governance Corporation
Centre de développement du porc du Québec Inc.	Shared-governance Corporation
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)	Shared-governance Corporation
Conseil pour le développement de l'agriculture du Québec (CDAQ)	Shared-governance Corporation
Farm Credit Corporation	Parent Crown Corporation
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.	Shared-governance Corporation
GEAGRI	Shared-governance Corporation

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[1] Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.

Name of Corporation	Category
Manitoba Crop Diversification Centre (MCDC)	Shared-governance Corporation
Manitoba Rural Adaptation Council Inc.	Shared-governance Corporation
New Brunswick Agricultural Council	Shared-governance Corporation
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Shared-governance Corporation
Nova Scotia Apple Industry Development Fund	Shared-governance Corporation
Nova Scotia Research and Development for Grain and Forage	Shared-governance Corporation
Nova Scotia Technology Development 2000	Shared-governance Corporation
Ontario Agriculture Training Institute (OATI)	Shared-governance Corporation
Ontario Safety Net Research and Development Fund	Shared-governance Corporation
POS Pilot Plant Corporation	Shared-governance Corporation
Saskatchewan Council for Community Development	Shared-governance Corporation
Territorial Farmers Association NWT	Shared-governance Corporation
Western Grains Research Foundation	Shared-governance Corporation
Yukon Agricultural Association	Shared-governance Corporation
Canadian Heritage	
2001 London Alliance Canada Summer Games Host Society Inc.	Shared-governance Corporation
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.	Shared-governance Corporation
Association for the Export of Canadian Books	Shared-governance Corporation
Cable North Microwave Limited	Associate of the Canadian Broadcasting Corporation
Calgary Olympic Development Association	Shared-governance Corporation
Canada Council	Parent Crown Corporation
Canada Games Council	Shared-governance Corporation
Canadian Broadcasting Corporation	Parent Crown Corporation
Canadian Film Development Corporation	Parent Crown Corporation
Canadian Museum of Civilization Corporation	Parent Crown Corporation
Canadian Museum of Nature	Parent Crown Corporation
Canadian Race Relations Foundation	Parent Crown Corporation
Canadian Television Fund, The	Shared-governance Corporation
Centre national multisport – Montréal	Shared-governance Corporation
Coaching Association of Canada	Shared-governance Corporation
Le Consortium de télévision Québec Canada Inc. (TV5)	Shared-governance Corporation
Master FM Limited	Associate of the Canadian Broadcasting Corporation
National Arts Centre Corporation	Parent Crown Corporation

Name of Corporation	Category
National Capital Commission	Parent Crown Corporation
National Gallery of Canada	Parent Crown Corporation
National Museum of Science and Technology Corporation	Parent Crown Corporation
National Sport Centre – Atlantic Canada	Shared-governance Corporation
National Sport Centre – Calgary	Shared-governance Corporation
National Sport Centre – Greater Victoria	Shared-governance Corporation
National Sport Centre – Toronto	Shared-governance Corporation
National Sport Centre – Vancouver	Shared-governance Corporation
National Sport Centre – Winnipeg	Shared-governance Corporation
Sport Information Resource Centre	Shared-governance Corporation
Visnews Limited	Associate of the Canadian Broadcasting Corporation
Environment	
International Lake Memphremagog Levels Board	International Organization
International Lake of the Woods Control Board	International Organization
International Niagara Committee	International Organization
International Porcupine Caribou Management Board	International Organization
North American Commission for Environmental Co-operation – Joint Public Advisory Committee	International Organization
Wildlife Habitat Canada	Shared-governance Corporation
Finance	
Bank of Canada	Parent Crown Corporation
Canada Deposit Insurance Corporation	Parent Crown Corporation
Canada Development Investment Corporation	Parent Crown Corporation
Canada Eldor Inc.	Subsidiary of Canada Development Investment Corporation
Canada Hibernia Holding Corporation	Subsidiary of Canada Development Investment Corporation
Canada Pension Plan Investment Board	Parent Crown Corporation
European Bank for Reconstruction and Development	International Organization
Hibernia Management and Development Company Ltd.	Associate of Canada Hibernia Holding Corporation
International Bank for Reconstruction and Development	International Organization
International Development Association	International Organization
International Finance Corporation	International Organization
International Monetary Fund	International Organization
Multilateral Investment Guarantee Agency	International Organization

Name of Corporation	Category
Petro-Canada	Mixed Enterprise
Petro-Canada Limited	Parent Crown Corporation
Fisheries and Oceans	
Freshwater Fish Marketing Corporation	Parent Crown Corporation
International Fisheries Commissions Pension Society	Shared-governance Corporation
Foreign Affairs	
African Development Bank	International Organization
Asia-Pacific Foundation of Canada	Shared-governance Corporation
Asian Development Bank	International Organization
Caribbean Development Bank	International Organization
Inter-American Development Bank	International Organization
International Boundary Commission	International Organization
International Centre for Human Rights and Democratic Development	Shared-governance Corporation
International Development Research Centre	Parent Crown Corporation
Roosevelt Campobello International Park Commission	Shared-governance Corporation
Health	
Canadian Centre on Substance Abuse	Shared-governance Corporation
Canadian Health Services Research Foundation	Shared-governance Corporation
Canadian Institute for Health Information	Shared-governance Corporation
PARTICIPaction	Shared-governance Corporation
Terry Fox Humanitarian Award Inc.	Shared-governance Corporation
Human Resources Development/Finance	
Canada Millennium Scholarship Foundation	Shared-governance Corporation
Indian Affairs and Northern Development	
Northern Native Fishing Corporation	Shared-governance Corporation
Industry	
Bell Bay Golf Developments Incorporated	Associate of Enterprise Cape Breton Corporation
Business Development Bank of Canada	Parent Crown Corporation
Canada Foundation for Innovation	Shared-governance Corporation
Canadian Tennis Technology Limited	Associate of Enterprise Cape Breton Corporation
Cape Breton Growth Fund Corporation	Subsidiary of Enterprise Cape Breton Corporation; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*

Name of Corporation	Category
Cape Breton Marine Farming Limited	Subsidiary of Enterprise Cape Breton Corporation
Carol Rizzetto Realty Limited Partnership	Associate of Enterprise Cape Breton Corporation
Cominco Ltd.	Associate of Business Development Bank of Canada
DARR (Cape Breton) Limited	Subsidiary of Enterprise Cape Breton Corporation
Enterprise Cape Breton Corporation	Parent Crown Corporation
General Mining Building Limited	Associate of Enterprise Cape Breton Corporation
Gulf Bras D'Or Estates Limited	Subsidiary of Enterprise Cape Breton Corporation
Lynwood Inn Limited	Associate of Enterprise Cape Breton Corporation
Silver Screen Star Limited	Associate of Enterprise Cape Breton Corporation
Standards Council of Canada	Parent Crown Corporation
Industry (Canada Economic Development)	
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)	Shared-governance Corporation
Corporation Camp Spatial Canada	Shared-governance Corporation
Fondation du maire de Montréal pour la Jeunesse	Shared-governance Corporation
Fondation Jacques Gagnon Inc.	Shared-governance Corporation
Fonds de développement-emploi Montréal	Shared-governance Corporation
Fonds d'investissement et de développement de l'emploi dans les quartiers centraux de Québec (FIDE) Inc.	Shared-governance Corporation
Institut de commerce électronique	Shared-governance Corporation
Montréal International	Shared-governance Corporation
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.	Shared-governance Corporation
Société du parc industriel et portuaire Québec-Sud	Joint Enterprise
Industry (Western Economic Diversification)	
North Portage Development Corporation & The Forks Renewal Corporation	Joint Enterprise
International Trade	
Canadian Commercial Corporation	Parent Crown Corporation
Exinvest Inc.	Subsidiary of Export Development Corporation
Export Development Corporation	Parent Crown Corporation

Name of Corporation	Category
Natural Resources	
AECL Technologies B.V.	Subsidiary of Atomic Energy of Canada Limited
AECL Technologies Inc.	Subsidiary of Atomic Energy of Canada Limited
Atomic Energy of Canada Limited	Parent Crown Corporation
Canada-Newfoundland Offshore Petroleum Board	Shared-governance Corporation
Canada-Nova Scotia Offshore Petroleum Board	Shared-governance Corporation
Canada's Climate Change Voluntary Challenge and Registry	Shared-governance Corporation
Canadian Energy Research Institute	Shared-governance Corporation
Canadian Wheat Board, The	Shared-governance Corporation
Cape Breton Carbofuels Limited	Subsidiary of Cape Breton Development Corporation
Cape Breton Development Corporation	Parent Crown Corporation
Forest Engineering Research Institute of Canada	Shared-governance Corporation
Forintek Canada Corporation	Shared-governance Corporation
Lower Churchill Development Corporation Limited	Joint Enterprise
Maritime Forestry Complex Corporation	Shared-governance Corporation
Pulp and Paper Research Institute of Canada	Shared-governance Corporation
Tree Canada Foundation	Shared-governance Corporation
President of the Treasury Board	
Public Sector Pension Investment Board	Parent Crown Corporation
Prime Minister	
Nature Trust of British Columbia, The	Shared-governance Corporation
Vanier Institute of the Family, The	Shared-governance Corporation
Public Works and Government Services	
2875039 Canada Limited	Subsidiary of Canada Post Corporation
2875047 Canada Limited	Subsidiary of Canada Post Corporation
3106900 Canada Inc.	Subsidiary of Canada Post Corporation
3148131 Canada Limited	Subsidiary of Canada Lands Company Limited
3558533 Canada Inc.	Subsidiary of Purolator Courier Ltd.
964102 Ontario Inc.	Subsidiary of Purolator Holdings Ltd.

Name of Corporation	Category
Canada Lands Company CLC Limited	Subsidiary of Canada Lands Company Limited
Canada Lands Company Limited	Parent Crown Corporation
Canada Mortgage and Housing Corporation	Parent Crown Corporation
Canada Post Corporation	Parent Crown Corporation
Canada Post International Limited	Subsidiary of Canada Post Corporation
Canadian Teleservices Corporation	Subsidiary of Purolator Courier Ltd.
Co-operative Vereniging International Post Corporation U.A.	Associate of Canada Post Corporation
Defence Construction (1951) Limited	Parent Crown Corporation
Distribution Management Services Inc.	Subsidiary of Purolator Courier Ltd.
Electronic Post Office™	Legal partnership of Canada Post Corporation
IPC Technology S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.
IPC Unipost S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.
Old Port of Montreal Corporation Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act.*
Parc Downsview Park Inc.	Subsidiary of Canada Lands Company Limited
Purolator Courier Ltd.	Subsidiary of Purolator Holdings Ltd.
Purolator Courier U.S. Ltd.	Subsidiary of Purolator Holdings U.S. Ltd.
Purolator Customs Services Ltd.	Subsidiary of Purolator Courier Ltd.
Purolator Holdings Ltd.	Associate of Canada Post Corporation; Subsidiary of 2875039 Canada Limited
Purolator Holdings U.S. Ltd.	Subsidiary of Purolator Courier Ltd.
Queens Quay West Land Corporation	Parent Crown Corporation
Royal Canadian Mint	Parent Crown Corporation

Name of Corporation	Category
Supercourier (1987) Ltd.	Subsidiary of Purolator Courier Ltd.
Transport	
Atlantic Pilotage Authority	Parent Crown Corporation
Belledune Port Authority	Shared-governance Corporation
Blue Water Bridge Authority	Shared-governance Corporation
Buffalo and Fort Erie Public Bridge Authority	Shared-governance Corporation
Calgary Airport Authority	Shared-governance Corporation
Canada Ports Corporation	Parent Crown Corporation
Charlottetown Airport Authority Inc.	Shared-governance Corporation
Edmonton Regional Airports Authority	Shared-governance Corporation
Federal Bridge Corporation Limited, The	Parent Crown Corporation
Fraser River Port Authority	Shared-governance Corporation
Gander International Airport Authority Inc.	Shared-governance Corporation
Great Lakes Pilotage Authority	Parent Crown Corporation
Greater Fredericton Airports Authority Inc.	Shared-governance Corporation
Greater London International Airport Authority	Shared-governance Corporation
Greater Moncton Airport Authority Inc.	Shared-governance Corporation
Greater Toronto Airports Authority	Shared-governance Corporation
Halifax International Airport Authority	Shared-governance Corporation
Halifax Port Authority	Shared-governance Corporation
Hamilton Harbour Commissioners, The	Shared-governance Corporation
Jacques Cartier and Champlain Bridges Incorporated, The	Subsidiary of The Federal Bridge Corporation Limited
Laurentian Pilotage Authority	Parent Crown Corporation
Marine Atlantic Inc.	Parent Crown Corporation
Montreal Port Authority	Shared-governance Corporation
Nanaimo Port Authority	Shared-governance Corporation
NAV CANADA	Shared-governance Corporation
Newfoundland Dockyard Corporation	Subsidiary of Marine Atlantic Inc.
North Fraser Port Authority	Shared-governance Corporation
Oshawa Harbour Commission	Shared-governance Corporation
Ottawa Macdonald-Cartier International Airport Authority	Shared-governance Corporation
Pacific Pilotage Authority	Parent Crown Corporation
Port Alberni Port Authority	Shared-governance Corporation
Prince Rupert Port Authority	Shared-governance Corporation
Quebec Port Authority	Shared-governance Corporation
Regina Airport Authority	Shared-governance Corporation

Name of Corporation	Category
Ridley Terminals Inc.	Subsidiary of Canada Ports Corporation
Saguenay Port Authority	Shared-governance Corporation
Saint John Airport Inc.	Shared-governance Corporation
Saint John Harbour Bridge Authority	Shared-governance Corporation
Saint John Port Authority	Shared-governance Corporation
Saskatoon Airport Authority	Shared-governance Corporation
Seaway International Bridge Corporation, Ltd., The	Subsidiary of The Federal Bridge Corporation Limited
Sept-Îles Port Authority	Shared-governance Corporation
Société aéroportuaire de Québec	Shared-governance Corporation
St. John's International Airport Authority	Shared-governance Corporation
St. John's Port Authority	Shared-governance Corporation
St. Lawrence Seaway Management Corporation	Shared-governance Corporation
Thunder Bay International Airports Authority Inc.	Shared-governance Corporation
Thunder Bay Port Authority	Shared-governance Corporation
Toronto Port Authority	Shared-governance Corporation
Trois-Rivières Port Authority	Shared-governance Corporation
Vancouver International Airport Authority	Shared-governance Corporation
Vancouver Port Authority	Shared-governance Corporation
VIA Rail Canada Inc.	Parent Crown Corporation
Victoria Airport Authority	Shared-governance Corporation
Windsor Port Authority	Shared-governance Corporation
Winnipeg Airports Authority Inc.	Shared-governance Corporation
Veterans Affairs	
Army Benevolent Fund	Shared-governance Corporation
Commonwealth War Graves Commission	International Organization
Last Post Fund	Shared-governance Corporation

ALPHABETICAL LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA[1]

Name of Corporation	Category	Ministerial Portfolio
2001 London Alliance Canada Summer Games Host Society Inc.	Shared-governance Corporation	Canadian Heritage
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.	Shared-governance Corporation	Canadian Heritage
2875039 Canada Limited	Subsidiary of Canada Post Corporation	Public Works and Government Services
2875047 Canada Limited	Subsidiary of Canada Post Corporation	Public Works and Government Services
3106900 Canada Inc.	Subsidiary of Canada Post Corporation	Public Works and Government Services
3148131 Canada Limited	Subsidiary of Canada Lands Company Limited	Public Works and Government Services
3558533 Canada Inc.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
964102 Ontario Inc.	Subsidiary of Purolator Holdings Ltd.	Public Works and Government Services
Adaptation Development Agricultural Production Technology Council Farm Centre (ADAPT)	Shared-governance Corporation	Agriculture and Agri-Food
AECL Technologies B.V.	Subsidiary of Atomic Energy of Canada Limited	Natural Resources
AECL Technologies Inc.	Subsidiary of Atomic Energy of Canada Limited	Natural Resources
African Development Bank	International Organization	Foreign Affairs
Agri-adaptation Council Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Agricultural Adaptation Council	Shared-governance Corporation	Agriculture and Agri-Food
Agriculture and Food Council of Alberta	Shared-governance Corporation	Agriculture and Agri-Food
Agriculture Institute of Management in Saskatchewan, Inc. (AIMS)	Shared-governance Corporation	Agriculture and Agri-Food
Agri-Food Innovation Fund	Shared-governance Corporation	Agriculture and Agri-Food
Agri-Futures Nova Scotia	Shared-governance Corporation	Agriculture and Agri-Food
Army Benevolent Fund	Shared-governance Corporation	Veterans Affairs

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[1] Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.

Name of Corporation	Category	Ministerial Portfolio
Asian Development Bank	International Organization	Foreign Affairs
Asia-Pacific Foundation of Canada	Shared-governance Corporation	Foreign Affairs
Association for the Export of Canadian Books	Shared-governance Corporation	Canadian Heritage
Atlantic Pilotage Authority	Parent Crown Corporation	Transport
Atomic Energy of Canada Limited	Parent Crown Corporation	Natural Resources
Bank of Canada	Parent Crown Corporation	Finance
B.C. Investment Agriculture Foundation (BCIAF)	Shared-governance Corporation	Agriculture and Agri-Food
Beef Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Bell Bay Golf Developments Incorporated	Associate of Enterprise Cape Breton Corporation	Industry
Belledune Port Authority	Shared-governance Corporation	Transport
Blue Water Bridge Authority	Shared-governance Corporation	Transport
Buffalo and Fort Erie Public Bridge Authority	Shared-governance Corporation	Transport
Business Development Bank of Canada	Parent Crown Corporation	Industry
Cable North Microwave Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Calgary Airport Authority	Shared-governance Corporation	Transport
Calgary Olympic Development Association	Shared-governance Corporation	Canadian Heritage
Canada Council	Parent Crown Corporation	Canadian Heritage
Canada Deposit Insurance Corporation	Parent Crown Corporation	Finance
Canada Development Investment Corporation	Parent Crown Corporation	Finance
Canada Eldor Inc.	Subsidiary of Canada Development Investment Corporation	Finance
Canada Foundation for Innovation	Shared-governance Corporation	Industry
Canada Games Council	Shared-governance Corporation	Canadian Heritage
Canada Hibernia Holding Corporation	Subsidiary of Canada Development Investment Corporation	Finance
Canada Lands Company CLC Limited	Subsidiary of Canada Lands Company Limited	Public Works and Government Services
Canada Lands Company Limited	Parent Crown Corporation	Public Works and Government Services
Canada Millennium Scholarship Foundation	Shared-governance Corporation	Human Resources Development/Finance
Canada Mortgage and Housing Corporation	Parent Crown Corporation	Public Works and Government Services

Name of Corporation	Category	Ministerial Portfolio
Canada Pension Plan Investment Board	Parent Crown Corporation	Finance
Canada Ports Corporation	Parent Crown Corporation	Transport
Canada Post Corporation	Parent Crown Corporation	Public Works and Government Services
Canada Post International Limited	Subsidiary of Canada Post Corporation	Public Works and Government Services
Canada-Alberta Beef Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Hog Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Sugar Beet Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Value-added Industry Development Program	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Manitoba Agri-Food Research and Development Initiative	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Newfoundland Agri-Food Innovation Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Newfoundland Offshore Petroleum Board	Shared-governance Corporation	Natural Resources
Canada-Nova Scotia Offshore Petroleum Board	Shared-governance Corporation	Natural Resources
Canada's Climate Change Voluntary Challenge and Registry	Shared-governance Corporation	Natural Resources
Canadian Broadcasting Corporation	Parent Crown Corporation	Canadian Heritage
Canadian Centre on Substance Abuse	Shared-governance Corporation	Health
Canadian Commercial Corporation	Parent Crown Corporation	International Trade
Canadian Dairy Commission	Parent Crown Corporation	Agriculture and Agri-Food
Canadian Energy Research Institute	Shared-governance Corporation	Natural Resources
Canadian Farm Business Management Council (CFBMC)	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Film Development Corporation	Parent Crown Corporation	Canadian Heritage
Canadian Health Services Research Foundation	Shared-governance Corporation	Health
Canadian Institute for Health Information	Shared-governance Corporation	Health
Canadian International Grains Institute	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Livestock Records Corporation	Shared-governance Corporation	Agriculture and Agri-Food

Name of Corporation	Category	Ministerial Portfolio
Canadian Museum of Civilization Corporation	Parent Crown Corporation	Canadian Heritage
Canadian Museum of Nature	Parent Crown Corporation	Canadian Heritage
Canadian Race Relations Foundation	Parent Crown Corporation	Canadian Heritage
Canadian Teleservices Corporation	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Canadian Television Fund, The	Shared-governance Corporation	Canadian Heritage
Canadian Tennis Technology Limited	Associate of Enterprise Cape Breton Corporation	Industry
Canadian Wheat Board, The	Shared-governance Corporation	Natural Resources
Cape Breton Carbofuels Limited	Subsidiary of Cape Breton Development Corporation	Natural Resources
Cape Breton Development Corporation	Parent Crown Corporation	Natural Resources
Cape Breton Growth Fund Corporation	Subsidiary of Enterprise Cape Breton Corporation; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*	Industry
Cape Breton Marine Farming Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Caribbean Development Bank	International Organization	Foreign Affairs
Carol Rizzetto Realty Limited Partnership	Associate of Enterprise Cape Breton Corporation	Industry
Centre de développement du porc du Québec Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)	Shared-governance Corporation	Industry (Canada Economic Development)
Centre national multisport – Montréal	Shared-governance Corporation	Canadian Heritage
Charlottetown Airport Authority Inc.	Shared-governance Corporation	Transport
Coaching Association of Canada	Shared-governance Corporation	Canadian Heritage
Cominco Ltd.	Associate of Business Development Bank of Canada	Industry
Commonwealth War Graves Commission	International Organization	Veterans Affairs
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)	Shared-governance Corporation	Agriculture and Agri-Food
Conseil pour le développement de l'agriculture du Québec (CDAQ)	Shared-governance Corporation	Agriculture and Agri-Food
Co-operative Vereniging International Post Corporation U.A.	Associate of Canada Post Corporation	Public Works and Government Services

Name of Corporation	Category	Ministerial Portfolio
Corporation Camp Spatial Canada	Shared-governance Corporation	Industry (Canada Economic Development)
DARR (Cape Breton) Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Defence Construction (1951) Limited	Parent Crown Corporation	Public Works and Government Services
Distribution Management Services Inc.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Edmonton Regional Airports Authority	Shared-governance Corporation	Transport
Electronic Post Office™	Legal partnership of Canada Post Corporation	Public Works and Government Services
Enterprise Cape Breton Corporation	Parent Crown Corporation	Industry
European Bank for Reconstruction and Development	International Organization	Finance
Exinvest Inc.	Subsidiary of Export Development Corporation	International Trade
Export Development Corporation	Parent Crown Corporation	International Trade
Farm Credit Corporation	Parent Crown Corporation	Agriculture and Agri-Food
Federal Bridge Corporation Limited, The	Parent Crown Corporation	Transport
Fondation du maire de Montréal pour la Jeunesse	Shared-governance Corporation	Industry (Canada Economic Development)
Fondation Jacques Gagnon Inc.	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds de développement-emploi Montréal	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds d'investissement et de développement de l'emploi dans les quartiers centraux de Québec (FIDE) Inc.	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.	Shared-governance Corporation	Agriculture and Agri-Food
Forest Engineering Research Institute of Canada	Shared-governance Corporation	Natural Resources
Forintek Canada Corporation	Shared-governance Corporation	Natural Resources
Fraser River Port Authority	Shared-governance Corporation	Transport
Freshwater Fish Marketing Corporation	Parent Crown Corporation	Fisheries and Oceans
Gander International Airport Authority Inc.	Shared-governance Corporation	Transport
GEAGRI	Shared-governance Corporation	Agriculture and Agri-Food

Name of Corporation	Category	Ministerial Portfolio
General Mining Building Limited	Associate of Enterprise Cape Breton Corporation	Industry
Great Lakes Pilotage Authority	Parent Crown Corporation	Transport
Greater Fredericton Airports Authority Inc.	Shared-governance Corporation	Transport
Greater London International Airport Authority	Shared-governance Corporation	Transport
Greater Moncton Airport Authority Inc.	Shared-governance Corporation	Transport
Greater Toronto Airports Authority	Shared-governance Corporation	Transport
Gulf Bras D'Or Estates Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Halifax International Airport Authority	Shared-governance Corporation	Transport
Halifax Port Authority	Shared-governance Corporation	Transport
Hamilton Harbour Commissioners, The	Shared-governance Corporation	Transport
Hibernia Management and Development Company Ltd.	Associate of Canada Hibernia Holding Corporation	Finance
Institut de commerce électronique	Shared-governance Corporation	Industry (Canada Economic Development)
Inter-American Development Bank	International Organization	Foreign Affairs
International Bank for Reconstruction and Development	International Organization	Finance
International Boundary Commission	International Organization	Foreign Affairs
International Centre for Human Rights and Democratic Development	Shared-governance Corporation	Foreign Affairs
International Development Association	International Organization	Finance
International Development Research Centre	Parent Crown Corporation	Foreign Affairs
International Finance Corporation	International Organization	Finance
International Fisheries Commissions Pension Society	Shared-governance Corporation	Fisheries and Oceans
International Lake Memphremagog Levels Board	International Organization	Environment
International Lake of the Woods Control Board	International Organization	Environment
International Monetary Fund	International Organization	Finance
International Niagara Committee	International Organization	Environment
International Porcupine Caribou Management Board	International Organization	Environment
IPC Technology S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.	Public Works and Government Services

Name of Corporation	Category	Ministerial Portfolio
IPC Unipost S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.	Public Works and Government Services
Jacques Cartier and Champlain Bridges Incorporated, The	Subsidiary of The Federal Bridge Corporation Limited	Transport
Last Post Fund	Shared-governance Corporation	Veterans Affairs
Laurentian Pilotage Authority	Parent Crown Corporation	Transport
Le Consortium de télévision Québec Canada Inc. (TV5)	Shared-governance Corporation	Canadian Heritage
Lower Churchill Development Corporation Limited	Joint Enterprise	Natural Resources
Lynwood Inn Limited	Associate of Enterprise Cape Breton Corporation	Industry
Manitoba Crop Diversification Centre (MCDC)	Shared-governance Corporation	Agriculture and Agri-Food
Manitoba Rural Adaptation Council Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Marine Atlantic Inc.	Parent Crown Corporation	Transport
Maritime Forestry Complex Corporation	Shared-governance Corporation	Natural Resources
Master FM Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Montréal International	Shared-governance Corporation	Industry (Canada Economic Development)
Montreal Port Authority	Shared-governance Corporation	Transport
Multilateral Investment Guarantee Agency	International Organization	Finance
Nanaimo Port Authority	Shared-governance Corporation	Transport
National Arts Centre Corporation	Parent Crown Corporation	Canadian Heritage
National Capital Commission	Parent Crown Corporation	Canadian Heritage
National Gallery of Canada	Parent Crown Corporation	Canadian Heritage
National Museum of Science and Technology Corporation	Parent Crown Corporation	Canadian Heritage
National Sport Centre – Atlantic Canada	Shared-governance Corporation	Canadian Heritage
National Sport Centre – Calgary	Shared-governance Corporation	Canadian Heritage
National Sport Centre – Greater Victoria	Shared-governance Corporation	Canadian Heritage
National Sport Centre – Toronto	Shared-governance Corporation	Canadian Heritage
National Sport Centre – Vancouver	Shared-governance Corporation	Canadian Heritage
National Sport Centre – Winnipeg	Shared-governance Corporation	Canadian Heritage

Name of Corporation	Category	Ministerial Portfolio
Nature Trust of British Columbia, The	Shared-governance Corporation	Prime Minister
NAV CANADA	Shared-governance Corporation	Transport
New Brunswick Agricultural Council	Shared-governance Corporation	Agriculture and Agri-Food
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Shared-governance Corporation	Agriculture and Agri-Food
Newfoundland Dockyard Corporation	Subsidiary of Marine Atlantic Inc.	Transport
North American Commission for Environmental Co-operation – Joint Public Advisory Committee	International Organization	Environment
North Fraser Port Authority	Shared-governance Corporation	Transport
North Portage Development Corporation & The Forks Renewal Corporation	Joint Enterprise	Industry (Western Economic Diversification)
Northern Native Fishing Corporation	Shared-governance Corporation	Indian Affairs and Northern Development
Nova Scotia Apple Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Nova Scotia Research and Development for Grain and Forage	Shared-governance Corporation	Agriculture and Agri-Food
Nova Scotia Technology Development 2000	Shared-governance Corporation	Agriculture and Agri-Food
Old Port of Montreal Corporation Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*.	Public Works and Government Services
Ontario Agriculture Training Institute (OATI)	Shared-governance Corporation	Agriculture and Agri-Food
Ontario Safety Net Research and Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Oshawa Harbour Commission	Shared-governance Corporation	Transport
Ottawa Macdonald-Cartier International Airport Authority	Shared-governance Corporation	Transport
Pacific Pilotage Authority	Parent Crown Corporation	Transport
Parc Downsview Park Inc.	Subsidiary of Canada Lands Company Limited	Public Works and Government Services
PARTICIPaction	Shared-governance Corporation	Health
Petro-Canada	Mixed Enterprise	Finance
Petro-Canada Limited	Parent Crown Corporation	Finance
Port Alberni Port Authority	Shared-governance Corporation	Transport

Name of Corporation	Category	Ministerial Portfolio
POS Pilot Plant Corporation	Shared-governance Corporation	Agriculture and Agri-Food
Prince Rupert Port Authority	Shared-governance Corporation	Transport
Public Sector Pension Investment Board	Parent Crown Corporation	President of the Treasury Board
Pulp and Paper Research Institute of Canada	Shared-governance Corporation	Natural Resources
Purolator Courier Ltd.	Subsidiary of Purolator Holdings Ltd.	Public Works and Government Services
Purolator Courier U.S. Ltd.	Subsidiary of Purolator Holdings U.S. Ltd.	Public Works and Government Services
Purolator Customs Services Ltd.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Purolator Holdings Ltd.	Associate of Canada Post Corporation; Subsidiary of 2875039 Canada Limited	Public Works and Government Services
Purolator Holdings U.S. Ltd.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Quebec Port Authority	Shared-governance Corporation	Transport
Queens Quay West Land Corporation	Parent Crown Corporation	Public Works and Government Services
Regina Airport Authority	Shared-governance Corporation	Transport
Ridley Terminals Inc.	Subsidiary of Canada Ports Corporation	Transport
Roosevelt Campobello International Park Commission	Shared-governance Corporation	Foreign Affairs
Royal Canadian Mint	Parent Crown Corporation	Public Works and Government Services
Saguenay Port Authority	Shared-governance Corporation	Transport
Saint John Airport Inc.	Shared-governance Corporation	Transport
Saint John Harbour Bridge Authority	Shared-governance Corporation	Transport
Saint John Port Authority	Parent Crown Corporation	Transport
Saskatchewan Council for Community Development	Shared-governance Corporation	Agriculture and Agri-Food
Saskatoon Airport Authority	Shared-governance Corporation	Transport
Seaway International Bridge Corporation, Ltd., The	Subsidiary of The Federal Bridge Corporation Limited	Transport
Sept-Îles Port Authority	Shared-governance Corporation	Transport
Silver Screen Star Limited	Associate of Enterprise Cape Breton Corporation	Industry
Société aéroportuaire de Québec	Shared-governance Corporation	Transport

Name of Corporation	Category	Ministerial Portfolio
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.	Shared-governance Corporation	Industry (Canada Economic Development)
Société du parc industriel et portuaire Québec-Sud	Joint Enterprise	Industry (Canada Economic Development)
Sport Information Resource Centre	Shared-governance Corporation	Canadian Heritage
St. John's International Airport Authority	Shared-governance Corporation	Transport
St. John's Port Authority	Shared-governance Corporation	Transport
St. Lawrence Seaway Management Corporation	Shared-governance Corporation	Transport
Standards Council of Canada	Parent Crown Corporation	Industry
Supercourier (1987) Ltd.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Territorial Farmers Association NWT	Shared-governance Corporation	Agriculture and Agri-Food
Terry Fox Humanitarian Award Inc.	Shared-governance Corporation	Health
Thunder Bay International Airports Authority Inc.	Shared-governance Corporation	Transport
Thunder Bay Port Authority	Shared-governance Corporation	Transport
Toronto Port Authority	Shared-governance Corporation	Transport
Tree Canada Foundation	Shared-governance Corporation	Natural Resources
Trois-Rivières Port Authority	Shared-governance Corporation	Transport
Vancouver International Airport Authority	Shared-governance Corporation	Transport
Vancouver Port Authority	Shared-governance Corporation	Transport
Vanier Institute of the Family, The	Shared-governance Corporation	Prime Minister
VIA Rail Canada Inc.	Parent Crown Corporation	Transport
Victoria Airport Authority	Shared-governance Corporation	Transport
Visnews Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Western Grains Research Foundation	Shared-governance Corporation	Agriculture and Agri-Food
Wildlife Habitat Canada	Shared-governance Corporation	Environment
Windsor Port Authority	Shared-governance Corporation	Transport
Winnipeg Airports Authority Inc.	Shared-governance Corporation	Transport
Yukon Agricultural Association	Shared-governance Corporation	Agriculture and Agri-Food

TABLING OF REPORTS IN PARLIAMENT

The Importance of Adequate and Timely Information to Parliament

The provision of adequate and timely information to Parliament is a major objective of the control and accountability regime for Crown corporations. A well-functioning accountability framework is based on the premise that Parliament and the government will receive useful information that will allow active judgement of corporate performance.

Corporations report on their performance through the corporate plan summary and the annual report. For each Crown corporation listed in Part I and Part II of Schedule III of the *Financial Administration Act* (FAA), the appropriate minister tables a corporate plan summary, a capital budget summary and an annual report in Parliament. In addition, an operating budget summary is tabled for Crown corporations listed in Part I of Schedule III.

The corporate plan and budget summaries inform Parliament of the strategic priorities and financial position of each Crown corporation. The summaries are based on the approved corporate plan and budgets, and cover the businesses, activities and investments of a corporation and of its wholly owned subsidiaries with respect to its future operations. A corporation's annual report informs Parliament of the corporation's performance relative to the objectives, strategies and activities approved by the government and tabled in the previous corporate plan and budget summaries.

The Deadlines for Tabling in Parliament

The deadlines for tabling, before each House of Parliament, the corporate plan summary, budget summaries and annual report are:

Corporate Plan Summary: 30 sitting days after approval by the Governor in Council of the corporate plan. A summary of an amended corporate plan has the same deadline.

Capital and Operating Budget Summaries: 30 sitting days after Treasury Board approval of the budget. Where the operating and/or capital budgets are incorporated into the corporate plan, the deadlines for the budget summaries are the same as those for the corporate plan summary.

Annual Report: A corporation is to submit, to the appropriate minister, an annual report within three months of its financial year-end. The appropriate minister has 15 sitting days to table the annual report in each House of Parliament. The deadline is calculated from the date on which the appropriate minister acknowledges receipt of the report, when available, or three months following the fiscal year-end of the corporation, whichever is earlier.

These deadlines are based on actual sitting days, not projected sitting days. Since future sitting days cannot be predicted, deadlines falling after July 31, 2000 cannot be calculated.

Documents Tabled in Parliament

As required by subsection 152(1) of the FAA, the following table records the status of Crown corporations' annual reports and summaries of corporate plans and budgets during the period August 1, 1999 to July 31, 2000. The table identifies any document that meets at least one of the two following conditions:

- The document was tabled during the period in review; or
- The document has not been tabled but was due to be tabled before or during the period in review.

Where the deadline falls after July 31, 2000 but the document was tabled during the period in review, the document is considered to have been tabled on time and will not be reported in future years.

Subsection 152(2) of the FAA requires the Auditor General of Canada to include, in his annual report to Parliament, a statement attesting to the accuracy of the information contained in this table.

Further Information

Information on annual reports and corporate plan and budget summaries may be obtained by contacting the individual corporations. The Corporate Abstracts chapter of this report provides additional information on individual Crown corporations.

TABLING OF REPORTS IN PARLIAMENT BY SCHEDULED PARENT CROWN CORPORATIONS DURING THE YEAR ENDED JULY 31, 2000

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Atlantic Pilotage Authority					
1999	Annual Report	2000-05-05	2000-05-02	2000-05-16	2000-05-03
2000	Capital Budget Summary	2000-03-27	2000-04-04	2000-05-09	2000-04-05
2000	Operating Budget Summary	2000-03-27	2000-04-04	2000-05-09	2000-04-05
2000 to 2004	Corporate Plan Summary	2000-03-27	2000-04-04	2000-05-09	2000-04-05
Atomic Energy of Canada Limited					
1998-99	Annual Report	1999-10-28	1999-08-18	1999-11-18	1999-09-07
1997-98	Capital Budget Summary	1998-03-24	no	1998-05-12	no
1997-98	Operating Budget Summary	1998-03-24	no	1998-05-12	no
1999-2000	Capital Budget Summary	1999-11-26	2000-01-19	2000-02-22	2000-02-08
1999-2000	Operating Budget Summary	1999-11-26	2000-01-19	2000-02-22	2000-02-08
1999-2000 to 2003-04[1]	Corporate Plan Summary	1999-11-26	2000-01-19	2000-02-22	2000-02-08
Business Development Bank of Canada					
1998-99	Annual Report	1999-10-27	1999-06-16	1999-11-17	1999-09-07
1999-2000	Annual Report	n/av	2000-07-19	n/av	2000-06-28
1999-2000	Capital Budget Summary	1999-10-20	1999-07-21	1999-11-18	1999-09-09
1999-2000	Operating Budget Summary	1999-10-20	1999-07-21	1999-11-18	1999-09-09
1999-2000 to 2003-04	Corporate Plan Summary	1999-10-20	1999-07-21	1999-11-18	1999-09-09
Canada Deposit Insurance Corporation					
1998-99	Annual Report	1999-10-28	1999-07-21	1999-11-18	1999-09-08
1999-2000	Annual Report	n/av	2000-07-19	n/av	no
2000-01	Capital Budget Summary	2000-06-01	2000-05-30	2000-06-22	2000-05-31
2000-01	Operating Budget Summary	2000-06-01	2000-05-30	2000-06-22	2000-05-31
2000-01 to 2004-05	Corporate Plan Summary	2000-06-01	2000-05-30	2000-06-22	2000-05-31

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canada Development Investment Corporation					
1999	Annual Report	2000-05-05	2000-05-18	2000-05-16	2000-05-30
2000	Capital Budget Summary	2000-03-27	2000-05-18	2000-05-09	2000-05-30
2000 to 2004	Corporate Plan Summary	2000-03-27	2000-05-18	2000-05-09	2000-05-30
Canada Lands Company Limited					
1998-99	Annual Report	1999-10-28	1999-08-18	1999-11-18	1999-09-07
1999-2000	Capital Budget Summary	1999-11-23	1999-10-25	1999-12-13	1999-11-02
1999-2000	Operating Budget Summary	1999-11-23	1999-10-25	1999-12-13	1999-11-02
1999-2000 to 2003-04	Corporate Plan Summary	1999-11-23	1999-10-25	1999-12-13	1999-11-02
Canada Mortgage and Housing Corporation					
1999	Annual Report	2000-05-05	2000-05-05	2000-05-16	2000-05-09
2000	Capital Budget Summary	2000-03-27	2000-02-16	2000-05-09	2000-02-17
2000	Operating Budget Summary	2000-03-27	2000-02-16	2000-05-09	2000-02-17
2000 to 2004	Corporate Plan Summary	2000-03-27	2000-02-16	2000-05-09	2000-02-17
2000	Capital Budget Summary Amendment	2000-05-11	2000-05-11	2000-06-13	2000-05-16
2000	Operating Budget Summary Amendment	2000-05-11	2000-05-11	2000-06-13	2000-05-16
Canada Ports Corporation					
1999	Annual Report	2000-05-05	2000-05-29	2000-05-16	2000-05-30
1997	Capital Budget Summary Amendment	1997-11-07	no	1997-12-11	no
1997 to 2001	Corporate Plan Summary Amendment	1997-11-07	no	1997-12-11	no
Canada Post Corporation					
1999-2000	Annual Report	n/av	2000-06-12	n/av	2000-06-13
1999-2000	Capital Budget Summary Amendment	1999-11-29	1999-11-29	2000-02-22	1999-11-30
2000-01	Capital Budget Summary	2000-06-15	2000-06-12	n/av	2000-06-13
2000-01 to 2004-05	Corporate Plan Summary	2000-06-15	2000-06-12	n/av	2000-06-13
Canadian Commercial Corporation					
1998-99	Annual Report	1999-10-28	1999-12-13	1999-11-18	1999-12-14
1999-2000	Annual Report	n/av	2000-07-19	n/av	no

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canadian Dairy Commission					
1998-99	Annual Report	1999-11-26	1999-12-22	1999-12-08	2000-02-08
1999-2000	Capital Budget Summary	1999-11-26	2000-03-13	2000-02-22	2000-03-21
1999-2000	Operating Budget Summary	1999-11-26	2000-03-13	2000-02-22	2000-03-21
1999-2000 to 2003-04	Corporate Plan Summary	1999-11-26	2000-03-13	2000-02-22	2000-03-21
Canadian Museum of Civilization Corporation					
1998-99	Annual Report	1999-10-28	1999-10-21	1999-11-18	1999-11-02
2000-01	Capital Budget Summary	2000-06-01	2000-06-01	2000-06-22	2000-06-06
2000-01	Operating Budget Summary	2000-06-01	2000-06-01	2000-06-22	2000-06-06
2000-01 to 2004-05	Corporate Plan Summary	2000-06-01	2000-06-01	2000-06-22	2000-06-06
Canadian Museum of Nature					
1998-99	Annual Report	1999-10-28	1999-10-21	1999-11-18	1999-11-02
2000-01	Capital Budget Summary	2000-06-01	2000-06-01	2000-06-22	2000-06-06
2000-01	Operating Budget Summary	2000-06-01	2000-06-01	2000-06-22	2000-06-06
2000-01 to 2004-05	Corporate Plan Summary	2000-06-01	2000-06-01	2000-06-22	2000-06-06
Cape Breton Development Corporation					
1998-99	Annual Report	1999-10-28	1999-08-18	1999-11-18	1999-09-07
1999-2000	Capital Budget Summary	1999-06-11	1999-07-21	1999-10-14	1999-09-08
1999-2000	Operating Budget Summary	1999-06-11	1999-07-21	1999-10-14	1999-09-08
1999-2000 to 2003-04	Corporate Plan Summary	1999-06-11	1999-07-21	1999-10-14	1999-09-08
1999-2000	Capital Budget Summary Amendment	2000-02-07	2000-03-15	2000-02-29	2000-03-21
1999-2000	Operating Budget Summary Amendment	2000-02-07	2000-03-15	2000-02-29	2000-03-21
Defence Construction (1951) Limited					
1998-99	Annual Report	1999-10-28	1999-08-18	1999-11-18	1999-09-07
1999-2000	Capital Budget Summary	1999-10-13	1999-07-21	1999-11-04	1999-09-08
1999-2000	Operating Budget Summary	1999-10-13	1999-07-21	1999-11-04	1999-09-08
1999-2000 to 2003-04	Corporate Plan Summary	1999-10-13	1999-07-21	1999-11-04	1999-09-08
2000-01	Capital Budget Summary	2000-06-15	no	n/av	no
2000-01	Operating Budget Summary	2000-06-15	no	n/av	no
2000-01 to 2004-05	Corporate Plan Summary	2000-06-15	no	n/av	no

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Enterprise Cape Breton Corporation					
1998-99	Annual Report	1999-10-28	1999-10-12	1999-11-18	1999-10-13
1998-99	Capital Budget Summary	1999-11-25	2000-01-19	2000-02-08	2000-02-08
1998-99	Operating Budget Summary	1999-11-25	2000-01-19	2000-02-08	2000-02-08
1998-99 2002-03	Corporate Plan Summary	1999-11-25	2000-01-19	2000-02-08	2000-02-08
1999-2000	Capital Budget Summary	1999-11-25	no	2000-02-08	no
1999-2000	Operating Budget Summary	1999-11-25	no	2000-02-08	no
1999-2000 2003-04	Corporate Plan Summary	1999-11-25	no	2000-02-08	no
2000-01	Capital Budget Summary	2000-06-15	2000-07-19	n/av	no
2000-01	Operating Budget Summary	2000-06-15	2000-07-19	n/av	no
2000-01 2004-05	Corporate Plan Summary	2000-06-15	2000-07-19	n/av	no
Export Development Corporation					
1999	Annual Report	2000-05-05	2000-03-29	2000-05-16	2000-03-30
2000	Capital Budget Summary	2000-03-24	2000-03-21	2000-05-09	2000-03-22
2000	Operating Budget Summary	2000-03-24	2000-03-21	2000-05-09	2000-03-22
2000 to 2004	Corporate Plan Summary	2000-03-24	2000-03-21	2000-05-09	2000-03-22
Farm Credit Corporation					
1999-2000	Annual Report	n/av	2000-06-12	n/av	2000-06-13
2000-01	Capital Budget Summary	2000-06-01	2000-05-11	2000-06-22	2000-05-16
2000-01	Operating Budget Summary	2000-06-01	2000-05-11	2000-06-22	2000-05-16
2000-01 to 2004-05	Corporate Plan Summary	2000-06-01	2000-05-11	2000-06-22	2000-05-16
Federal Bridge Corporation Limited, The					
1998-99	Annual Report	1999-10-28	1999-10-12	1999-11-18	1999-10-13
1999-2000	Capital Budget Summary	2000-03-27	2000-03-29	2000-05-09	2000-03-30
1999-2000	Operating Budget Summary	2000-03-27	2000-03-29	2000-05-09	2000-03-30
1999-2000 to 2003-04	Corporate Plan Summary	2000-03-27	2000-03-29	2000-05-09	2000-03-30
Freshwater Fish Marketing Corporation					
1998-99	Annual Report	1999-10-28	1999-11-18	1999-11-18	1999-11-23
1999-2000	Capital Budget Summary	1999-11-02	1999-10-15	1999-11-25	1999-11-02
1999-2000	Operating Budget Summary	1999-11-02	1999-10-15	1999-11-25	1999-11-02
1999-2000 to 2003-04	Corporate Plan Summary	1999-11-02	1999-10-15	1999-11-25	1999-11-02

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Great Lakes Pilotage Authority					
1999	Annual Report	2000-05-05	2000-05-02	2000-05-16	2000-05-03
2000	Capital Budget Summary	2000-03-27	2000-04-04	2000-05-09	2000-04-05
2000	Operating Budget Summary	2000-03-27	2000-04-04	2000-05-09	2000-04-05
2000 to 2004	Corporate Plan Summary	2000-03-27	2000-04-04	2000-05-09	2000-04-05
Laurentian Pilotage Authority					
1999	Annual Report	2000-05-05	2000-05-02	2000-05-16	2000-05-03
Marine Atlantic Inc.					
1999	Annual Report	2000-05-05	2000-07-19	2000-05-16	no
2000	Capital Budget Summary	2000-05-05	2000-07-19	2000-06-13	no
2000	Operating Budget Summary	2000-05-05	2000-07-19	2000-06-13	no
2000 to 2004	Corporate Plan Summary	2000-05-05	2000-07-19	2000-06-13	no
National Capital Commission					
1998-99	Annual Report	1999-10-28	1999-10-21	1999-11-18	1999-11-02
National Gallery of Canada					
1998-99	Annual Report	1999-10-28	1999-10-21	1999-11-18	1999-11-02
2000-01	Capital Budget Summary	2000-06-01	2000-06-01	2000-06-22	2000-06-06
2000-01	Operating Budget Summary	2000-06-01	2000-06-01	2000-06-22	2000-06-06
2000-01 to 2004-05	Corporate Plan Summary	2000-06-01	2000-06-01	2000-06-22	2000-06-06
National Museum of Science and Technology Corporation					
1998-99	Annual Report	1999-10-28	1999-10-21	1999-11-18	1999-11-02
2000-01	Capital Budget Summary	2000-06-01	2000-06-01	2000-06-22	2000-06-06
2000-01	Operating Budget Summary	2000-06-01	2000-06-01	2000-06-22	2000-06-06
2000-01 to 2004-05	Corporate Plan Summary	2000-06-01	2000-06-01	2000-06-22	2000-06-06
Old Port of Montreal Corporation Inc.					
1998-99	Annual Report	1999-10-28	1999-08-18	1999-11-18	1999-09-07
1999-2000	Capital Budget Summary	1999-11-25	1999-11-23	2000-02-08	1999-11-24
1999-2000	Operating Budget Summary	1999-11-25	1999-11-23	2000-02-08	1999-11-24
1999-2000 to 2003-04[2]	Corporate Plan Summary	1999-11-25	1999-11-23	2000-02-08	1999-11-24
Pacific Pilotage Authority					
1999	Annual Report	2000-05-05	2000-05-02	2000-05-16	2000-05-03
2000	Capital Budget Summary	2000-03-27	2000-04-04	2000-05-09	2000-04-05
2000	Operating Budget Summary	2000-03-27	2000-04-04	2000-05-09	2000-04-05
2000 to 2004	Corporate Plan Summary	2000-03-27	2000-04-04	2000-05-09	2000-04-05

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Petro-Canada Limited					
1999	Annual Report	2000-05-05	2000-04-13	2000-05-16	2000-05-02
Queens Quay West Land Corporation					
1998-99	Annual Report	1999-10-28	1999-08-18	1999-11-18	1999-09-07
1999-2000	Capital Budget Summary	1999-11-23	1999-08-18	1999-12-13	1999-09-07
1999-2000	Operating Budget Summary	1999-11-23	1999-08-18	1999-12-13	1999-09-07
1999-2000 to 2001-02	Corporate Plan Summary	1999-11-23	1999-08-18	1999-12-13	1999-09-07
Royal Canadian Mint					
1999	Annual Report	2000-03-27	2000-04-10	2000-05-09	2000-04-11
2000	Capital Budget Summary	2000-03-27	2000-03-22	2000-05-09	2000-03-28
2000 to 2004	Corporate Plan Summary	2000-03-27	2000-03-22	2000-05-09	2000-03-28
St. Lawrence Seaway Authority, The					
1998-04-01 to 1998-09-30	Annual Report	1999-03-19	1999-10-12	1999-04-15	1999-10-13
Standards Council of Canada					
1998-99	Annual Report	1999-10-27	1999-07-21	1999-11-04	1999-09-08
2000-01	Capital Budget Summary	2000-06-01	2000-06-01	2000-06-22	2000-06-06
2000-01	Operating Budget Summary	2000-06-01	2000-06-01	2000-06-22	2000-06-06
2000-01 to 2004-05	Corporate Plan Summary	2000-06-01	2000-06-01	2000-06-22	2000-06-06
VIA Rail Canada Inc.					
1999	Annual Report	2000-05-05	2000-05-08	2000-05-16	2000-05-09
1999	Capital Budget Summary	1999-12-13	no	2000-02-29	no
1999	Operating Budget Summary	1999-12-13	no	2000-02-29	no
1999-2003[3]	Corporate Plan Summary	1999-12-13	no	2000-02-29	no

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[1] The Corporate Plan for Atomic Energy of Canada Limited was only approved for the year 1999-2000.

[2] The Corporate Plan for Old Port of Montreal Corporation Inc. was only approved for the year 1999-2000.

[3] The Corporate Plan for VIA Rail Canada Inc. was only approved for the year 1999.

CORPORATE ABSTRACTS BY MINISTERIAL PORTFOLIO

Introduction

The corporate abstract for each parent Crown corporation describes the corporation's mandate and activities. It begins by identifying the key individuals responsible for the corporation, including the appropriate minister, the chairperson of the board of directors, the chief executive officer and the external auditors. Each corporation's contact information is also provided.

This chapter identifies the legislative authority under which the corporation was incorporated and its scheduling under the *Financial Administration Act*. In addition, information is provided on whether or not the corporation is an agent of Her Majesty. A corporation that has agency status enjoys the immunities, privileges and prerogatives that are enjoyed by the Crown and can bind the Crown by its Acts.

Performance information, where presented, is based on the corporation's annual report, and the summary of the corporate plan approved at the beginning of the year under review and tabled in Parliament pursuant to section 125(4) of the *Financial Administration Act.*

Readers wishing to obtain further information about a particular corporation should refer to the corporation's annual report or contact the corporation directly.

AGRICULTURE AND AGRI-FOOD

CANADIAN DAIRY COMMISSION

Appropriate Minister

The Honourable Lyle Vanclief, P.C., M.P.
Minister of Agriculture and Agri-Food

Chairperson and Chief Executive Officer

Guy Jacob

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Web site: www.cdc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1966 by the *Canadian Dairy Commission Act* (R.S.C. 1985, c. C-15) (S.C. 1994, c. 26 and c. 38) (S.C. 1995, c. 23); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide efficient milk and cream producers the opportunity to obtain a fair return for their labour and investment while giving consumers a continuous and adequate supply of high quality dairy products.

Corporate Profile

The Canadian Dairy Commission (CDC) has the authority to purchase, store, process or sell dairy products except where a voluntary export mechanism is involved; to make payments to milk and cream producers for the purpose of stabilizing the price of industrial milk and cream; to investigate matters relating to the production, processing or marketing of any dairy product; and to help promote the use of dairy products.

CDC advises the Minister of Agriculture and Agri-Food on matters relating to dairy policy and determines domestic requirements for industrial milk and cream for purposes of establishing Market Sharing Quota. It also establishes the target price for industrial milk, sets support prices for butter and skim milk powder, and offers to purchase products at these prices.

Since August 1, 1995, CDC has administered a new special milk class pricing and pooling system on behalf of the dairy industry. This has eliminated the need for CDC to make assistance payments to processors and exporters of dairy products.

Through its research and advisory functions, as well as its facilitative efforts on behalf of the Canadian Milk Supply Management Committee, CDC helps to build the consensus among industry players and governments that underlies the orderly marketing of dairy products in Canada.

Performance Information

In its Corporate Plan Summary for 1998–99 to 2002–03, CDC identified six main goals for the planning period. CDC's 1998–99 Annual Report noted the achievements towards these goals, including the following:

- CDC worked with the team of industry and government officials that was assembled to defend the trade challenge to Canada's Class 5 Milk Permit and Pooling System.
- Discussions on promoting and developing a national program for the export of Canadian value-added dairy products had stalled pending the results of the trade challenge process.
- CDC's information systems were year 2000 ready in July 1999.
- More resources were allocated to the Audit section for the purpose of providing greater assurance that clients using the Class 5 Milk Permit and Pooling System and other CDC programs are in compliance with the established administrative and operational guidelines.

Costs funded by the Government of Canada (excluding subsidies to producers of industrial milk and cream) were as follows:

	1998–99 Forecast	**1998–99 Actual**	**1997–98 Actual**
Administrative expenses ($ thousand)	2,487	2,279	2,385
Costs of production and dairy policy studies ($ thousand)	500	432	488

Note: CDC's financial year is August 1 to July 31.

FARM CREDIT CORPORATION

Appropriate Minister

The Honourable Lyle Vanclief, P.C., M.P.
Minister of Agriculture and Agri-Food

Chairperson

Rosemary Davis

President and Chief Executive Officer

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Auditor

Auditor General of Canada

Incorporation and Status

1959 by the *Farm Credit Act;* continued on April 2, 1993, under the *Farm Credit Corporation Act* (S.C. 1993, c. 14); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To deliver specific programs of the Government of Canada on a cost-recovery basis; and to assist Canadian farmers in establishing and developing viable and farmer-owned agribusinesses by providing long-term credit and other financial services. The Corporation's legislated mandate was expanded in 1993 to include aquaculture, agri-forestry and agri-business.

Corporate Profile

The Farm Credit Corporation (FCC) makes mortgage loans to farmers for the purchase of farmland, livestock and machinery, permanent farm improvements and debt refinancing. It also lends to farmers and farmer-owned agribusinesses for the acquisition of agricultural facilities and equipment, and participates in joint initiatives with provinces and other institutions.

FCC maintains a corporate office in Regina and serves clients through over 100 offices across Canada primarily based in farming communities.

Performance Information

FCC's Corporate Plan Summary for 1999–2000 to 2003–04 identified objectives and specific goals in each of the following areas: (1) customer loyalty and market presence; (2) human resources and organization; (3) process effectiveness and quality improvement; and (4) financial success.

The Corporation's 1999–2000 Annual Report restated these objectives and reported on the results achieved during the year. Selected examples include the following:

- FCC introduced new capital leasing and mortgage property loan products, as well as developing specific agribusiness strategies that focus on the financial needs and growth opportunities in the agribusiness sector;
- The Corporation developed new pension and compensation plans to help retain and attract high calibre employees with the agricultural expertise required by its customers; formed a National Diversity Advisory Committee to ensure consideration of employment equity in new policies and programs; introduced a Leadership Development Program; and provided various other learning opportunities.
- FCC's review of its field operations resulted in a more customer-driven process, resulting in an improved efficiency ratio; as well, the Corporation introduced a new technology application to provide improved service to its customers, and it implemented procedures to improve data quality.
- FCC noted that its new Risk Scoring and Pricing system helps evaluate the type and potential impact of the risks present in each loan, and that the Corporation continued to develop its Integrated Risk Management framework.

Selected summary information is presented in the table below.

	1999–2000 Forecast	**1999–2000 Actual**	**1998–99 Actual**
Net income ($ million)	34.7	38.4	42.6
Return on equity (%)	5.7	6.3	7.5
Efficiency ratio (%)*		56.8	57.7
Administration expenses ($ million)	90.0	90.8	90.1

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* Expenses incurred to earn a dollar of revenue.

CANADIAN HERITAGE

CANADA COUNCIL

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

Jean-Louis Roux

Director and Chief Executive Officer

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Web site: www.canadacouncil.ca

Auditor

Auditor General of Canada

Incorporation and Status

1957 by the *Canada Council Act* (R.S.C. 1995, c. C-2); exempt from Divisions I to IV of Part X of the *Financial Administration Act;* not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act*.

Mandate

To promote the study and enjoyment of, and the production of works in, the arts.

Corporate Profile

The Canada Council provides grants and services to Canadian artists and arts organizations in dance, interdisciplinary work and performance art, media arts, music, theatre, visual arts, and writing and publishing. In addition, the Council administers the Art Bank, endowment funds, the Killam Program of scholarly awards and prizes, and offers a number of awards.

The Council is also responsible for the Canadian Commission for the United Nations Educational, Scientific and Cultural Organization (UNESCO), as well as for the Public Lending Right Commission.

The Council seeks both individually and collectively the advice of artists and arts professionals regarding its activities. It also co-operates closely with federal and provincial cultural agencies and departments. Sources of funding for the Council include parliamentary appropriations, income from its endowment funds, and private donations and bequests.

Performance Information

The Canada Council is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary pursuant to the FAA is not tabled in Parliament and the performance information for this corporate abstract was extracted from the Council's 1999–2000 Annual Report. The Council, however, noted in its Annual Report that in 1999 its board had adopted its first three-year corporate plan. A Summary of the Corporate Plan and Operations and Capital Budgets for the period 1999-2002 was deposited with the Clerk of the Senate on June 13, 2000.

In 1997, the government announced the addition of new funds to the Canada Council totalling $25 million a year for five years beginning in fiscal year 1997–98 and a $10 million Millennium Arts Fund.

With regard to the Millennium Arts Fund, the Council reported that a total of 82 grants worth $3.7 million were allocated in 1999-2000.

During 1999–2000 the Council awarded some 5,000 grants to artists and arts organizations, and made payments to over 12,000 authors through the Public Lending Right Commission. These grants and payments totalled $111 million.

Selected summary information is presented in the table below.

	Actual 1999–2000	**Actual 1998–99**
Revenue ($ thousand)	33,358	24,033
Expenses ($ thousand)	134,302	132,555
Parliamentary appropriation ($ thousand)	116,584	116,169
Net income after parliamentary appropriation ($ thousand)	15,640	7,647

CANADIAN BROADCASTING CORPORATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

(Vacant post)

President and Chief Executive Officer

Robert Rabinovitch

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Web site: www.cbc.radio-canada.ca

Auditor

Auditor General of Canada

Incorporation and Status

Established by the 1936 *Canadian Broadcasting Act* and continued by the 1958, 1968 and 1991 Broadcasting Acts (R.S.C. 1991, c. 11); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

As Canada's national public broadcaster, the corporation's mission is to inform, entertain and enlighten; to contribute to the development of a shared national consciousness and identity; to reflect the regional and cultural diversity of Canada; and to contribute to the development of Canadian talent and culture.

Corporate Profile

The Canadian Broadcasting Corporation (CBC) produces, procures and distributes Canadian programming in English, French and eight native languages. It also offers a selection of programs from around the world.

Its services include: two main television networks, one English and one French, that offer general and special interest programs; four main radio networks, two English and two French, that offer information and general interest programs as well as music and cultural programs; two all-news and information television networks that are entirely financed by cable subscriptions and advertising revenue; radio and television services to the North in English, French and eight aboriginal languages; a digital pay audio service offering 30 continuous music channels 24 hours per-day without talk or commercials; and English and French Internet services carrying CBC's radio and television productions, new media programming and corporate information.

On behalf of the Government of Canada, the CBC also provides an international short-wave radio service, Radio Canada International, which broadcasts programs in seven languages.

CBC's programs are distributed via satellite in combination with microwave and landline, feeding 97 CBC owned stations, 1,164 CBC rebroadcasters, 27 private affiliated stations and 292 affiliated or community-owned rebroadcasters and stations.

Performance Information

CBC is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament pursuant to the FAA, and the performance information for this corporate abstract was extracted from the Corporation's 1999–2000 Annual Report. Section 55 of the *Broadcasting Act*, however, requires the CBC to submit to its minister a corporate plan summary that has been modified to reflect the financial resources proposed to be allocated to the CBC as set out in the tabled *Estimates* for that financial year. This corporate plan summary is tabled in Parliament.

CBC's Annual Report for 1999–2000 highlighted the Re-engineering Task Force struck in December 1999. It was charged with examining several aspects of the Corporation's operations in order to identify efficiencies that would enable CBC to focus its resources on programming. CBC noted the priorities that had already been identified.

The Corporation also documented its achievements during the year under review, some of which included the following:

- CBC won a multitude of awards in television, radio, and new media, including its second technical Emmy for its pioneering efforts to distribute television programming by satellite full time.
- The CBC's digital pay audio service, Galaxie, reached the break-even point in October 1999 – 25 months after its launch.
- The expanded sports coverage on English Television complements the CBC's presentation of the next five Olympic Games, Winter and Summer.

Selected summary information is presented in the table below.

	1999–2000 Actual	**1998–99 Actual**	**1997–98 Actual**
Revenue from operations ($ million)	504.6	484.1	525.3
Expenses ($ million)	1,408.2	1,431.3	1,411.6
Parliamentary appropriation for operating expenditures ($ million)	764.7	759.5	759.7

CANADIAN FILM DEVELOPMENT CORPORATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Canadian Film Development Corporation Act* (R.S.C. 1985, c. C-16); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To foster and promote an independent film and television production industry in Canada.

Corporate Profile

The Canadian Film Development Corporation (Telefilm Canada) administers some 15 funds and programs including the Equity Investment Program of The Canadian Television Fund, a public-private partnership; the Feature Film Fund; and the Multimedia Fund. It also contributes to the development and production of feature films, made-for-TV movies, drama series, documentaries, children's programs, variety shows and multimedia products. To ensure that these products reach large audiences, Telefilm Canada participates in other industry activities such as distribution, export, versioning, marketing and promotion at Canadian and foreign festivals and markets.

Performance Information

Telefilm Canada is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary pursuant to the FAA is not tabled in Parliament. In its 1999–2000 Annual Report, however, Telefilm Canada indicated that, in November 1997, the Corporation had published a Business Plan for 1997-2000 defining its 12 primary goals and some 100 strategies that have served as the basis for its actions and activities during the past three years.

Examples of the achievements outlined by Telefilm Canada in its 1999–2000 Annual Report included the following:

- Contributed $121 million or 24% of the budgets for the development and production of 644 new feature film, television and multimedia projects;
- Increased, from 29% in the previous year to 36% in 1999-2000, the allocation of the Equity Investment Program resources to projects outside Montreal and Toronto; increased contributions to British Columbia from $12.9 million to more than $16 million, and assistance to Manitoba projects from $800,000 to $2.2 million;
- The Multimedia Fund provided support in the amount of $5.9 million or 35% of the budget for the development, production and marketing of Canadian multimedia products. A total of 65 projects with combined budgets of $16.7 million were undertaken.

Selected financial information is shown in the following table:

	1999-2000 Actual	**1998–99 Actual**	**1997–98 Actual**
Parliamentary appropriation for operations ($ thousand)	77,605	78,301	80,723
Contributions from the Department of Canadian Heritage ($ thousand)			
• Canadian Television Fund – Equity Investment Program	49,775	57,241	75,500
• Multimedia	5,750	5,750	-
• Pre-professional development	2,400	1,300	1,300
• Other	174	-	-

CANADIAN MUSEUM OF CIVILIZATION CORPORATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

John R. English

President and Chief Executive Officer

Victor Rabinovitch

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Web site: www.civilization.ca

Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c.3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To increase interest in, knowledge of, and appreciation for human cultural achievements and behaviour throughout Canada and internationally. This involves establishing, for research and posterity, a collection of objects of historical or cultural interest with special but not exclusive reference to Canada.

Corporate Profile

The Canadian Museum of Civilization Corporation (CMCC) comprises the Canadian Museum of Civilization (CMC) – Canada's national museum of social and cultural human history, and its affiliate museums: the Canadian War Museum (CWM) – Canada's national museum of military history, and the entirely virtual Museum of New France.

CMCC also houses the Canadian Children's Museum, the Canadian Postal Museum, and one of the world's first IMAX®/IMAX®/HD/OMNIMAX® theatres.

Performance Information

The Canadian Museum of Civilization Corporation's Corporate Plan Summary for 1999–2000 to 2003–04 established three objectives: to enhance the understanding of Canadian history and culture; to safeguard and to promote Canada's heritage nationally and internationally; and to continue to strengthen the financial and operational viability of the Corporation.

The Corporation's 1999–2000 Annual Report related its achievements for the year in the above-noted areas, including the following:

- The federal government announced, in March 2000, $58.25 million in funding for the building of a new Canadian War Museum (CWM) to be completed around 2004.
- Ongoing completion of the long-term exhibition spaces of the Canadian Museum of Civilization (CMC) brought the total completed space in the Canada Hall to 80% and in the First Peoples Hall to 67%.
- The inauguration of Nunavut was celebrated at the CMC, the southern site of official ceremonies, including a live Webcast and numerous exhibitions and programs.
- Visitor surveys have shown marked satisfaction with both the CMC and the CWM: 66% and 55% respectively rated "very satisfied"; 30% and 44% respectively rated "satisfied".
- The "Passing the Torch" fundraising campaign resulted in a cumulative total of $4.6 million for programming at the new CWM.

Selected financial information is shown in the table below:

	1999–2000 Forecast	**1999–2000 Actual**	**1998–1999 Actual**
Revenue ($ thousand)	10,750	11,522	11,428
Expenses ($ thousand)	57,031	54,725	55,366
Parliamentary appropriation for operating expenditures ($ thousand)	46,281	44,089	43,722
Non-government revenues (%)	19.03	19.70	19.64

CANADIAN MUSEUM OF NATURE

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

Frank Ling

President and Chief Executive Officer

Joanne DiCosimo

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Web site: www.nature.ca

Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To increase throughout Canada and internationally, interest in, knowledge of and appreciation and respect for the natural world by establishing, maintaining and developing for research and posterity a collection of natural history objects, with special but not exclusive reference to Canada, and by demonstrating the natural world, the knowledge derived from it and the understanding it represents.

Corporate Profile

The Canadian Museum of Nature (CMN) had its origins in the Geological Survey of Canada (GSC), which was created in 1842. In 1927, the GSC became the National Museum of Canada, and in 1968, with passage of the *National Museums Act*, the National Museum of Sciences was officially established. Twenty-two years later, the *Museums Act* established the CMN as a separate and autonomous Crown corporation with an expanded mandate.

The Museum acquires and maintains collections of a wide variety of animals and minerals. In addition to conducting research and publishing scientific articles, the Canadian Museum of Nature educates the public through various programs. These educational products include a variety of interactive and multimedia exhibits, lectures, broadcasts and a Web site.

Performance Information

The Canadian Museum of Nature's Corporate Plan Summary for 1999–2000 to 2003–04 identified four objectives for the planning period: to increase national service and impact; to better demonstrate the value of the work done by the institution; to put in place, maintain and continually improve an effective and efficient infrastructure of systems and facilities to support all institutional work; and to increase self-generated revenue.

The Corporation's 1999–2000 Annual Report outlined the Museum's progress in realizing these objectives, including the following:

- The Museum took a lead role in launching the Natural Science Collections and Research Special Interest Group at the Canadian Museums Association's annual meeting in May 1999.
- The Museum joined a network of over 200 Canadian museums by agreeing to contribute records from palynology and palæobotony to Artefacts Canada, a shared database of Canadian Museum Collections.
- A strong promotional campaign drew the public's attention to the rich variety of programming offered. As a result, attendance increased for a third year in a row.
- Upgrading of information systems, applications, hardware and links between the Natural Heritage Building and the Victoria Memorial Museum Building all contributed to a more effective and efficient technology infrastructure for the Museum.
- Active memberships grew from 473 to 781 during the year under review, translating to over 3,000 members.
- New investments in Museum activities by the private sector included:
  - Investors Group, Presenting Sponsor of the national travelling exhibition *Passionate Vision*, pledged over $300,000.
  - Canadian Geographic contributed $100,000 in media support in its magazine over the next three years.

Selected financial information is as follows:

	1999–2000 Forecast	**1999–2000 Actual**	**1998–99 Actual**
Revenue ($ thousand)	1,827	1,863	1,649
Expenses ($ thousand)	24,118	23,478	23,225
Parliamentary appropriation for operating expenditures ($ thousand)	20,537	21,772	20,737

CANADIAN RACE RELATIONS FOUNDATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

The Honourable Lincoln M. Alexander, P.C.

Acting Executive Director

Fred L. D'Silva

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Web site: www.crr.ca

Auditor

Hilborn Ellis Grant LLP

Incorporation and Status

1996 under the *Canadian Race Relations Foundation Act*; exempt from Part X of the *Financial Administration Act*; not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act*.

Mandate

To facilitate, throughout Canada, the development, sharing and application of knowledge and expertise to contribute to the elimination of racism and all other forms of racial discrimination in Canadian society.

Corporate Profile

The Canadian Race Relations Foundation's (CRRF's) work focuses on raising public awareness of the causes and manifestations of racism in Canada. It is a source of information, providing perspective and research data to contribute to the elimination of racism.

The Foundation focuses on a variety of issues through the contract research program and conferences, forums and workshops placing particular emphasis on eliminating racism in employment and education. Information and resource development include disseminating information through the CRRF's Web site, annotated bibliographies and published materials.

The Foundation was proclaimed by the federal government on October 29, 1996 and, in accordance with the Japanese Canadian Redress Agreement, the government provided the Foundation with a one-time endowment fund of $24 million. CRRF operates on income generated by investing the endowment fund, and donations. The Department of Canadian Heritage has provided start-up funds for the fiscal years 1996–97 through to 1999–2000.

Performance Information

CRRF is exempt from Part X of the *Financial Administration Act* (FAA), pursuant to its constituent Act. As a result, a Corporate Plan Summary is not tabled in Parliament and the performance information for this corporate abstract was extracted from the Foundation's 1999–2000 Annual Report.

The Foundation declared the past year to be an extremely active and fruitful one. The largest-ever national anti-racism campaign was launched, bringing together over 20 partners with a wide range of interests, and reaching over 22 million television viewers with advertisements under the banner "Unite Against Racism". A campaign Web site was also launched.

Two major consultations were completed in the year under review. An environmental scan was undertaken by the Canadian Council on Social Development to provide guidelines for the CRRF to set priorities for the next five years. The Aboriginal Issues Task Force reviewed critical issues facing Aboriginal peoples in Canada and examined key areas in which the Foundation could contribute most effectively. As a result of the Task Force's report, a Standing Committee on Aboriginal Issues was created to advise and make recommendations to CRRF's board of directors.

The Foundation continued to recognize the efforts made by non-governmental organizations in their effort to combat racism: the Initiatives Against Racism Sponsorship Program provided funding support to 22 organizations. In 1999, CRRF issued its second call for research proposals and the Research Advisory Panel made recommendations to fund six projects.

Selected summary information is presented in the table below.

	1999–2000 Actual	**1998–99 Actual**
Total revenues including government grant ($ thousand)	2,092	2,268
Government grant ($ thousand)	533	1,033
Expenses ($ thousand)	1,873	1,533
Excess of revenues over expenses ($ thousand)	219	735

NATIONAL ARTS CENTRE CORPORATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

David S. R. Leighton

Director General and Chief Executive Officer

Peter A. Herrndorf

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Web site: www.nac-cna.ca

Auditor

Auditor General of Canada

Incorporation and Status

1966 by the *National Arts Centre Act* (R.S.C. 1985, c. N-3); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act*.

Mandate

To play a leadership role in fostering artistic excellence in all of the performing arts disciplines.

Corporate Profile

The National Arts Centre Corporation (NAC) operates and maintains the National Arts Centre in Ottawa. The Corporation develops the performing arts in the National Capital Region and assists the Canada Council in the development of the performing arts elsewhere in Canada through touring and media venues (radio, television, Internet, CD's).

The NAC fulfils its artistic mandate through the following programs:

- English Theatre;
- French Theatre;
- Music;
- Dance;
- Youth Programs; and
- Arts Education Initiatives.

Other sources of revenue for the Corporation include rentals and food services.

Performance Information

The NAC is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament and performance information for this corporate abstract was extracted from the Corporation's 1998–99 Annual Report, which noted that:

- NAC's management systems – which had been the focus of a special examination, completed in June 1998 by the Auditor General's Office, that was sharply critical of many aspects of the Centre's management – have been upgraded and replaced.
- NAC achieved a significant turnaround in its financial results. The Corporation had an annual operating surplus of $2.05 million, which completely eliminated the previous year's accumulated deficit of $1.66 million and resulted in an accumulated surplus at August 31, 1999 of $382,000.

Selected summary information is presented in the table below.

	1998–99 Actual	**1997–98 Actual**
Attendance as a per cent of capacity:		
• English theatre	73	64
• French theatre	80	78
• Music	74	68
• Dance and variety	73	70
• Rentals and other programming	74	62
Revenue ($ million)	23.4	21.6
Expenses ($ million)	44.3	44.9
Results of operations after government funding ($ million)	2.0	(3.1)

Note: NAC's financial year is September 1 to August 31.

NATIONAL CAPITAL COMMISSION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson and Chief Executive Officer

Marcel Beaudry

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K1P 1C7
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Facsimile: (613) 239-5039
Web site: www.capcan.ca

Auditor

Auditor General of Canada

Incorporation and Status

1958 by the *National Capital Act* (R.S.C. 1985, c. N-4; amended in 1988 S.C. 1988, c. 54); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To prepare plans for and assist in the development, conservation and improvement of the National Capital Region; to organize, sponsor, or promote public activities and events in the National Capital Region to enrich the cultural and social fabric of Canada.

Corporate Profile

The National Capital Commission (NCC) works throughout the National Capital Region to create greater pride and unity in Canada through the presentation of major events including Canada Day and Winterlude; through the Capital InfoCentre and other interpretation programs that orient and inform Canadians and visitors about the Capital; and through outreach and marketing activities that present the Capital to Canadians and international audiences.

The NCC is also responsible for planning the development and use of federal lands in the National Capital Region. The NCC manages and maintains its own lands and looks after other key federal lands, including the Official Residences, urban lands, parks, parkways and bridges, Gatineau Park and the Greenbelt.

Performance Information

The NCC's Corporate Plan Summary for 1999–2000 to 2003–04 identified objectives and strategies in four broad areas: promoting and animating the National Capital Region (NCR); planning the NCR; real asset management and development; and corporate services. Specific performance targets were also identified in each area.

In its 1999–2000 Annual Report, NCC reported its achievements against each of the performance targets. Selected examples are shown in the table below.

1999-2000 Performance Target	1999-2000 Achievement
Promoting and Animating the Capital NCC will deliver special millennial celebrations such as a New Year's Eve event on Parliament Hill that will attract 60,000 participants.	A New Year's eve celebration on Parliament Hill was delivered to an audience of 50,000
Planning the National Capital Region The NCC will finalize and distribute the *Plan for Canada's Capital* and subsequent to this will complete the review of NILM (National Interest Land Mass) land.	The *Plan for Canada's Capital* and its environmental assessment were finalized and approved. Distribution was delayed to early 2000-2001. The NILM review continues.
Real Asset Management and Development The NCC will prepare a revised and updated real asset management strategy	This target was met. A draft document was developed as the basis for budget planning.
Corporate Services The NCC will enter into its first collective agreement as a separate employer.	This target was met. The NCC signed its first collective agreement on June 10, 1999.

Selected financial information is presented in the table below:

	1999-2000 Forecast	1999-2000 Actual	1998-99 Actual
Parliamentary appropriation for operating expenses ($ thousand)	52,433	53,302	58,614
Operating revenues ($ thousand)	24,304	27,350	24,679
Total expenditures ($ thousand)	87,738	91,774	90,564
Net cost of operations ($ thousand)	(10,508)	(11,122)	(7,271)

NATIONAL GALLERY OF CANADA

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

H. Harrison McCain

Director and Chief Executive Officer

Pierre Théberge

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Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To develop, maintain and make known, throughout Canada and internationally, a collection of historic and contemporary works of art with special, but not exclusive, reference to Canada; and to further the knowledge, understanding and enjoyment of art among Canadians.

Corporate Profile

The National Gallery of Canada carries out its mandate through four broad activity areas: adding to and preserving the collections of works of art; educating and communicating; housing and protecting the collections, visitors and staff; and managing its staff and resources. The Gallery also operates the Canadian Museum of Contemporary Photography (CMCP) in Ottawa.

The Gallery acquires Canadian and foreign works for its collections through purchases, gifts and bequests. Its exhibits are shown in Canada and around the world. The Gallery publishes documents including pamphlets and catalogues, as well as in the production of video products. Its Web site includes teacher support kits. The Gallery's programming activities include lectures, symposia, concerts and educational programs.

Performance Information

The Gallery's Corporate Plan Summary for 1999–2000 to 2003–04 identified the following three priorities for the Corporation: Raise the Gallery's profile nationally and internationally in order to reach more of the public; establish solid networking by developing and strengthening relationships with other institutions across Canada; and optimize financial resources.

The Corporation's 1999–2000 Annual Report highlighted the following objectives and reported on the results achieved – a selection of which is in the table below:

Objectives	1999-2000 Results
To acquire, preserve, and record historic and contemporary works of art, both national and international, to respect Canada's visual arts heritage and to use them in its programs.	• Added 290 works of art to the Gallery's collection through donations and purchases. • Added 146 works to the CMCP's collection.
To further knowledge, understanding, and enjoyment of the visual arts among all Canadians and to make the collections known in Canada and abroad.	• Attracted 921,921 Canadian and international visitors to the Gallery, CMCP and the travelling exhibitions. • Hosted 36 exhibitions at the Gallery, and an additional 12 at the CMCP.

Selected financial information is shown in the table below.

	1999–2000 Forecast	1999–2000 Actual	1998–99 Actual
Revenue ($ thousand)	7,565	7,367	8,976
Expenses ($ thousand)	40,100	42,453	47,634
Parliamentary appropriation ($ thousand)			
• for operating purposes	29,535	30,197	29,962
• for collections	3,000	3,172	3,310

NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY CORPORATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

Virender K. Handa

Director and Chief Executive Officer

Geneviève Sainte-Marie

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Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technological objects with special, but not exclusive, reference to Canada, and by demonstrating the products and processes of science and technology, as well as their economic, social and cultural relationships with society.

Corporate Profile

The National Museum of Science and Technology Corporation (now referred to as the Canada Science and Technology Museum Corporation) is responsible for the development and management of a representative collection of scientific and technological artifacts and materials which focuses on seven major subject areas – aviation, communications, industrial technology, natural resources, renewable resources, scientific instrumentation and transportation.

The Corporation manages three museum sites: the Canada Science and Technology Museum, the Canada Agriculture Museum and the Canada Aviation Museum. Each museum sets its own public programming activities and strategies in recognition of the different markets and clientele each serves. The museums operate under a common set of corporate policies. Support services such as human resources, finance and facilities management are provided centrally.

Performance Information

The 1999–2000 to 2003–04 Corporate Plan Summary for the Corporation (CSTMC) identified objectives and the associated strategies in the following five areas:

- **Heritage preservation**: to develop and manage a representative collection, and to make it accessible;
- **Knowledge dissemination**: to provide opportunities for a broad public audience to enjoy an enriching museum experience;
- **Facilities**: to provide quality venues for public programming activities, protection of the collection, and to promote operational effectiveness;
- **Revenue generation**: to develop a strong revenue base to allow for greater financial and management flexibility in fulfilling the Corporation's mandate; and
- **Management**: to provide effective and efficient services within a framework of appropriate management control.

The Corporation's 1999–2000 Annual Report reported its performance on each of the above objectives.

The following table notes two of the performance indicators where numerical targets were included in the Corporate Plan Summary.

Performance Indicators	1999–2000 Target	1999–2000 Result
Artifacts catalogued to CSTMC standards (%)	78	92
Artifacts with conservation report completed (%)	32	32

Selected financial information is shown in the table below.

	1999–2000 Forecast	1999–2000 Actual	1998–99 Actual
Revenue ($ thousand)	3,660	3,695	4,584
Expenses ($ thousand)	23,445	23,857	23,875
Parliamentary appropriation ($ thousand)	19,677	20,036	20,007

FINANCE

BANK OF CANADA

Appropriate Minister

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Minister of Finance

Governor

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Auditor

Caron Bélanger Ernst & Young
Raymond Chabot Grant Thornton

Incorporation and Status

1934 by the *Bank of Canada Act* (R.S.C. 1985, c. B-2); acts as the fiscal agent of the Government of Canada; exempt from Divisions I to IV of Part X of the *Financial Administration Act*.

Mandate

To formulate and implement monetary policy in Canada; and to act as the government's fiscal agent. The Bank has the sole right to issue paper currency for circulation in Canada.

Corporate Profile

The Bank of Canada's primary functions are as follows:

- **Monetary policy:** The Bank is responsible for managing the rate of monetary expansion in a way that is consistent with preserving the value of money.
- **Currency:** The Bank issues bank notes in Canada. This involves note design as well as the printing and distribution of bank notes, and their eventual replacement.
- **Central banking services:** The Bank regulates and supports the major clearing and settlement systems through which financial institutions execute securities transactions and transfer funds. As the federal government's banker, the Bank provides advice on debt management, handles new borrowings, maintains bondholder records, and makes payments for interest and debt redemption. It also manages Canada's foreign exchange reserves. As a service to the public, the Bank holds unclaimed bank balances and helps people reclaim money left in unused accounts.
- **Retail debt services:** The Bank is responsible for maintaining debt registers and for servicing the accounts of holders of Canada Savings Bonds and other debt instruments issued by the federal government. The management of this debt, however, is now under the direction of Canada Investment and Savings.

On the international front, the staff of the Bank participate in meetings of major international organizations, work closely with government departments on international economic and financial issues, and take part in technical assistance programs for developing countries.

Performance Information

The Bank of Canada is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament and performance information for this corporate abstract was extracted from the Bank's 1999 Annual Report, which included the following:

- The Bank played a significant role in the work leading up to the government's June 1999 policy paper outlining a modified framework for the Canadian financial sector.
- Through participation in two new international fora, the Financial Stability Forum and the Group of Twenty, the Bank of Canada continued to play an active role in strengthening the international financial system and reducing the vulnerability of economies to global crises.
- The new electronic system designed to handle large-value Canadian dollar payments (LVTS) began full operation in February 1999. LVTS is fully risk-proofed and represents a milestone in promoting the safety and soundness of Canada's financial network.
- As a result of collaborative efforts with numerous groups from the Canadian financial sector, the Canadian financial system made a smooth transition to the year 2000.

Selected summary information is presented in the table below.

	1999 Actual	1998 Actual	1997 Actual
Revenue ($ million)	1,910.8	1,799.4	1,578.6
Expenses ($ million)	144.7	120.6	144.2
Net revenue paid to Canada ($ million)	1,766.1	1,678.8	1,434.4

CANADA DEPOSIT INSURANCE CORPORATION

Appropriate Minister

The Honourable Paul Martin, P.C., M.P.
Minister of Finance

Chairperson

Ronald N. Robertson

President and Chief Executive Officer

Jean Pierre Sabourin

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Web site: www.cdic.ca

Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Canada Deposit Insurance Corporation Act* (R.S.C. 1985, c. C-3; R.S.C. 1985, c. 18 (2nd Supp.); S.C. 1992, c. 26); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide limited insurance for deposits with member institutions; to promote standards of sound business and financial practices, and contribute to the stability of the Canadian financial system; and to pursue the foregoing for the benefit of depositors and in such a manner as will minimize exposure to loss.

Corporate Profile

In providing deposit insurance, the Canada Deposit Insurance Corporation (CDIC) undertakes a wide range of initiatives to increase understanding of deposit insurance, to assess and monitor the risks of insuring deposits in collaboration with regulators, to manage relationships with federal and provincial governments, member institutions and their organizations, and other interested parties, to keep abreast of economic and policy issues, and to minimize the cost of deposit insurance. The primary functions of CDIC involve insurance and risk management, and claims and recoveries.

Performance Information

CDIC's Summary of the Corporate Plan for 1999–2000 to 2003–04 grouped the Corporation's objectives into three themes: maintain financial stability and efficient operations; manage risks of insuring deposits; and manage relationships with the federal and provincial governments, member institutions and their associations, and other interested parties. The Corporation reported on its achievements in its 1999–2000 Annual Report, including the following:

- CDIC developed the Differential Premiums By-law, which came into force on March 31, 1999. For the 1999 premium year, over 90 per cent of member institutions were placed in the two highest-rated categories, resulting in significant reductions in their premium rates. After the first year of the new differential premiums, CDIC believed that the aim of the system, which is to ensure that members exhibiting a lower risk profile be rewarded with lower premiums, was being achieved.
- The risk assessment methodology project was begun. It is intended to integrate emerging, economic, market and third-party issues into the risk assessment process and to provide a more focused approach to the assessment of both individual members and the CDIC membership as a whole.
- The Corporation also began work on the review and modernization of CDIC Standards, and it is developing a three-year internal information technology strategic plan.
- The Office of the Auditor General's special examination of CDIC concluded that overall the Corporation is well managed and that there are no significant deficiencies in its operations.
- CDIC chaired the study group on deposit insurance, created by the G-7's Financial Stability Forum, as well as the working group that will develop international guidance for deposit insurance.

As at March 31, 2000, CDIC's deposit insurance member institutions included 40 domestic banks and subsidiaries, 26 domestic trust and loan companies, and 43 foreign bank subsidiaries.

Selected financial information is provided in the table below.

	1999–2000 Forecast	**1999–2000 Actual**	**1998–99 Actual**
Premium revenue ($ million)	125	134	515
Total revenue ($ million)	212	169	579
Net income ($ million)	200	157	566

CANADA DEVELOPMENT INVESTMENT CORPORATION

Appropriate Minister

The Honourable Paul Martin, P.C., M.P.
Minister of Finance

Chairperson

Donald McQ. Shaver

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Auditor

Auditor General of Canada
KPMG LLP

Incorporation and Status

1982 under the *Canada Business Corporations Act*. Letters patent, May 26, 1982; Schedule III, Part II of the *Financial Administration A*ct; an agent of Her Majesty.

Mandate

To manage Crown corporations and investments assigned to it, and to privatize its holdings when appropriate. In January 1995, the government completed an assessment of the Corporation's future role. As a result, the Corporation's current mandate is to wind down its operations by divesting its assets and reducing its operating costs.

Corporate Profile

The Canada Development Investment Corporation (CDIC) manages two wholly owned subsidiaries: Canada Eldor Inc. and Canada Hibernia Holding Corporation. The latter manages the federal government's 8.5-per-cent interest in the Hibernia Oil and Gas Offshore Development Project.

CDIC also administers outstanding issues pursuant to prior divestitures, including the sale of Canadair Limited and Theratronics International Limited and the sale of the operating assets of Canada Eldor Inc. to Cameco Corporation. These issues, relating primarily to Canada Eldor Inc., include certain waste contingencies and outstanding litigation.

Performance Information

CDIC, in its Corporate Plan Summary for 1999 to 2003, identified the following main objectives for 1999:

- Manage the investment in Canada Hibernia Holding Corporation with emphasis on developing a marketing plan and strategy for the sale of the asset and possibly commencing the sales process;
- Continue to manage the remaining obligations pursuant to the Purchase and Sale Agreement for Canada Eldor Inc.;
- Manage the post-sale agreements resulting from the sale of Theratronics, Nordion and Canadair;
- Continue the orderly wind-down of CDIC.

CDIC's 1999 Annual Report noted that:

- The Corporation has hired a financial advisor to assist with the eventual sales process for Canada Hibernia Holding Corporation;
- The Board of Directors now manages CDIC and is focused on winding it down in an effective and efficient manner.

Selected financial information is shown in the table below.

	1999 Forecast	1999 Actual	1998 Actual
Net income (loss) ($ thousand)	(12,252)	(948)	3,464
Dividends ($ thousand)	5,000	-	-

CANADA PENSION PLAN INVESTMENT BOARD

Appropriate Minister

The Honourable Paul Martin, P.C., M.P.
Minister of Finance

Chairperson

Gail Cook-Bennett

President and Chief Executive Officer

John A. MacNaughton

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Auditor

Deloitte & Touche LLP

Incorporation and Status

1999 by the *Canada Pension Plan Investment Board Act* (S.C. 1997, c. 40); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage prudently and professionally in the best interests of contributors and beneficiaries, with a view to achieving a maximum rate of return without undue risk of loss, funds transferred to the Investment Board from the Canada Pension Plan Account.

Corporate Profile

The role of the Canada Pension Plan Investment Board (CPP Investment Board) is to increase the long–term value of the Canada Pension Plan (CPP) assets by prudently investing, in capital markets, funds not required by the Canada Pension Plan to pay current pensions.

On March 31, 2000 the CPP Investment Board had $2.4 billion invested in capital markets and projects. It will have $100 billion of assets under management within the decade. The assets and the income earned on them will be available to the Canada Pension Plan to pay future pensions.

Performance Information

The Canada Pension Plan Investment Board is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA and, as a result, a Corporate Plan Summary is not tabled in Parliament. However, the Investment Board's governing legislation imposes rigorous accountability, including a detailed annual report that must be publicly available. The Investment Board is required to publish in the annual report its success in reaching the prior year's investment objectives and the objectives for the next year and the foreseeable future.

The 2000 Annual Report noted that the corporate strategy and initial business plan were developed by management and approved by the board of directors. Also, stakeholders were kept informed through four quarterly reports, an annual report and a Web site activated in June 1999. While the Investment Board reported exceptional investment returns, it also cautioned that as the asset allocation base is broadened, the portfolio volatility will decline, as will the likelihood of achieving such outstanding annual results again.

Investment performance and benchmark returns are as follows:

	For the year ended March 31, 2000		**For the period ended March 31, 1999 ***	
	Portfolio Return (%)	**Benchmark Return (%)**	**Portfolio Return (%)**	**Benchmark Return (%)**
Canadian equities	45.3	45.5	4.9	4.8
Non-Canadian equities	16.6	16.1	5.4	4.4
Total return	40.1	39.3	5.0	4.7

Selected summary information is presented in the table below.

	For the year ended March 31, 2000	**For the six months ended March 31, 1999 ***
Investment income ($)	463,785,627	203,209
Investment expenses ($)	482,312	847
Net income from operations ($)	460,135,347	202,362

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* The Board commenced operations on October 1, 1998. Investment activity commenced with receipt of the first cash flow on March 1, 1999.

PETRO-CANADA LIMITED

Appropriate Minister

The Honourable Paul Martin, P.C., M.P.
Minister of Finance

Chairperson

David A. Tobin

President

Guy Bujold

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Auditor

Auditor General of Canada

Incorporation and Status

1975 by the *Petro-Canada Act* (R.S.C. 1985: c. P-11); continued as Petro-Canada Limited on February 1, 1991 under the *Petro-Canada Public Participation Act*; Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To manage Petro-Canada Limited's investment portfolio to ensure that there are sufficient funds to meet its obligations on the outstanding long-term debt.

Corporate Profile

Petro-Canada Limited was the parent Crown corporation of Petro-Canada, which was privatized in July 1991. Upon privatization, Petro-Canada refinanced its previously government-backed debt with the proceeds going to Petro-Canada Limited.

The Corporation's principal business is to manage its investment portfolio and to meet its obligations on its outstanding bonds.

The Corporation, which has no employees, is managed by officials of the Department of Finance Canada.

Performance Information

In its 1999 to 2003 Corporate Plan Summary, Petro-Canada Limited confirmed its objective to ensure that the Corporation is able to meet its obligations on its outstanding bonds and its current and future operating costs, from the funds generated by the investment portfolio and its cash reserve.

The Corporate Plan Summary also highlighted the Corporation's strategic issue over the planning period, which is to continue to reduce its assets and liabilities.

The Corporation's 1999 Annual Report noted that:

- Revenues from the securities in the investment portfolio closely matched interest obligations on the outstanding bonds.
- The Corporation had a net loss of $1 million.
- The Corporation has sufficient revenues and cash reserves to meet future cash flow requirements.
- On December 10, 1999, the Board of Directors approved a motion to recommend to the Minister of Finance that the Corporation be dissolved in accordance with the *Petro-Canada Public Participation Act* during the 2000 fiscal year.

Selected financial information is provided in the table below.

	1999 Forecast	1999 Actual	1998 Actual
Total assets ($ million)	496.2	354	493
Revenues ($ million)	42.7	28	41
Net earnings (loss) ($ million)	0.8	(1)	1

FISHERIES AND OCEANS

FRESHWATER FISH MARKETING CORPORATION

Appropriate Minister

The Honourable Herb Dhaliwal, P.C., M.P.
Minister of Fisheries and Oceans

Chairperson

Sam Murdock

President and Chief Executive Officer

Robert Hand

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Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Freshwater Fish Marketing Act* (R.S.C. 1985, c. F-13); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To market fish in an orderly manner, to maximize returns to fish producers and to promote international markets and increase trade in fish.

Established with the participation of each of the provinces and the territory in which it operates for the purpose of marketing and trading in and outside of Canada in fish, fish products and fish by-products produced within its mandated region. The participation of the provinces of Manitoba, Saskatchewan, Alberta and Ontario, and the Northwest Territories was established by agreement with the Government of Canada.

Corporate Profile

The Freshwater Fish Marketing Corporation operates on a self-sustaining basis with no appropriations from Parliament. In practice, the Corporation operates much like a producers' co-operative, with the beneficiaries being the commercial fish producers in Manitoba, Saskatchewan, Alberta, the Northwest Territories and Northwestern Ontario. The Corporation has the exclusive right to trade and market the products of the commercial fishery on an interprovincial and export basis. Its primary goal is to achieve the greatest economic returns possible for the commercial fish producers it serves, by providing a range of products and services to its customers.

Performance Information

In its 1999-2000 to 2003-04 Corporate Plan Summary, FFMC indicated that it faced serious challenges of low fish-production levels. Deliveries of pickerel and sauger have been stable in recent years as well as in 1999 but whitefish production has decreased. Since these are the Corporation's principal species, abnormally low deliveries are causing serious financial challenges for the Corporation. In order to meet its financial obligations, the Corporation also indicated that it would need to borrow up to $20 million in short-term bank loans during 1999-2000.

Since the FFMC's 1999–2000 Annual Report had not been tabled in Parliament as of the closing date for its inclusion in the database for the President of the Treasury Board's annual report, the Corporation's activities and performance results for 1999–2000 have not been reflected in this report.

FOREIGN AFFAIRS

INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

Appropriate Minister

The Honourable John Manley, P.C., M.P.
Minister of Foreign Affairs

Chairperson

Gordon S. Smith

President and Chief Executive Officer

Maureen O'Neil

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Web site: www.idrc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1970 by the *International Development Research Centre Act*, (R.S.C. 1985, c. I-19); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To initiate, encourage, support and conduct research into the problems of the developing regions of the world. The Centre also promotes and carries on research into the means for applying and adapting scientific, technical and other knowledge for the economic and social advancement of those regions.

Corporate Profile

The main objective of the International Development Research Centre (IDRC) is to help researchers and communities in the developing world find solutions to their social, economic and environmental problems. IDRC connects people, institutions and ideas to ensure that the results of the research it supports and the knowledge that research generates, are shared equitably among all its partners, North and South.

To achieve its objective, the Centre funds research; trains researchers and promotes research networks. Through its Canadian Partnership Program, IDRC promotes collaborative research between scientists in Canada and those in developing countries.

The Centre's principle source of funding is parliamentary appropriations. It adds to this by entering into co-funding ventures with donors and pursuing contract research opportunities in collaboration with the private sector.

Performance Information

IDRC is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not required to be tabled in Parliament, and the performance information for this corporate abstract was extracted from the Centre's 1999–2000 Annual Report.

IDRC reported on the results of its second corporate program framework covering the period 1997 to 2000. The goals of this framework were to:

- foster and support the production and application of research results leading to policies and technologies that enhance the lives of people in the developing regions; and
- mobilize and strengthen the indigenous research capacity in the countries of those regions, particularly capacity for policies and technologies for more healthy and prosperous societies, food security, biodiversity, and access to information.

The framework also set forth some examples of the development outcomes and benefits, both institutional and programmatic, that IDRC would help deliver by the year 2000.

Selected financial information is shown in the table below.

	1999–2000 Actual	**1998–99 Actual**
Revenue including parliamentary appropriation for operating expenditures ($ million)	134.1	125.1
Expenses ($ million)	139.0	129.8

INDUSTRY

BUSINESS DEVELOPMENT BANK OF CANADA

Appropriate Minister

The Honourable Brian Tobin, P.C., M.P.
Minister of Industry

Chairperson

(Vacant post)

President and Chief Executive Officer

Michel Vennat

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Facsimile: (514) 283-7838
Web site: www.bdc.ca

Auditor

KPMG LLP
Auditor General of Canada

Incorporation and Status

1974 by the *Federal Business Development Bank Act* (R.S.C. 1985, c. F-6) and continued by the *Business Development Bank of Canada Act* (S.C. 1995, c. 28); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To promote and assist in the establishment and development of business enterprises in Canada, especially small and medium-sized businesses, by providing a wide range of financial and business management consulting products and services.

Corporate Profile

The Business Development Bank of Canada (BDC) provides financial products and services to Canadian firms by acting as a complementary lender and a source for equity financing. It offers financial services, venture capital and management consulting services.

The Corporation supports businesses in many sectors with a particular emphasis on knowledge-based industries and exporters. Small businesses in these target sectors often lack hard asset security to obtain complete financing from conventional sources.

Performance Information

BDC's Corporate Plan Summary for Fiscal 2000 to 2004 identified the following strategies to fulfil its mandate in supporting small businesses while maintaining a business approach: increasing the level of support to small businesses; targeting the loan portfolio towards knowledge-based industries (KBIs) and exporters without abandoning traditional sectors; becoming the preferred consulting choice of targeted small businesses; delivering first-class customer service; maximizing operating efficiencies and cost effectiveness; and generating profitability to further increase support for small businesses.

In addition to its lending and investment activities, BDC would also focus on nine categories of activities to achieve its strategies: Innovation, Partnerships, Integration, Accessibility and Visibility, Strategic Review, Technology, Risk Management, Consulting Group and Human Resources Development.

In its 1999-2000 Annual Report, BDC reported on the achievement of its strategies. The Corporation's performance objectives and measures are shown in the table below.

Performance Strategy	Performance Indicator	1999-2000 Forecast	1999-2000 Actual	1998-99 Actual
Increasing the level of support to small businesses	• Dollar value of outstanding loan portfolio ($ billion)	4.8	4.9	4.5
Targeting the loan portfolio towards KBIs and exporters without abandoning traditional sectors	• Share of new loan authorizations to target markets (%)	44	44	44
Becoming the preferred consulting choice of targeted small businesses	• Cost recovery rate (%)	90	82	84
Delivering first-class customer service	• Customer satisfaction level (%)	86	88	86
Maximizing operating efficiencies and cost effectiveness	• Productivity ratio (expense to net interest income) (%)	55	55	57
Generating profitability to further increase support for small businesses	• Return on equity (%) • Venture capital – internal rate of return (%)	6.5 7.8	18.7 24.6	6.4 7.8

ENTERPRISE CAPE BRETON CORPORATION

Appropriate Minister

The Honourable Brian Tobin, P.C., M.P.
Minister of Industry

President

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Auditor

Auditor General of Canada

Incorporation and Status

1988 by the *Enterprise Cape Breton Corporation Act* (Part II of the *Government Organization Act, Atlantic Canada, 1987* [S.C. 1988, c. 50]); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To promote and assist the financing and development of industry on Cape Breton Island and a portion of mainland Nova Scotia in and around the Town of Mulgrave; to provide employment outside the coal-producing sector; and to broaden the base of the local economy.

Corporate Profile

The Enterprise Cape Breton Corporation (ECBC) takes a lead role in creating a business environment that fosters sustainable job creation and economic growth on Cape Breton Island and the Mulgrave area of Nova Scotia. It promotes these objectives in co-operation with the private and public sectors.

During 1999–2000, ECBC's activities were focused on the following priority clusters: knowledge-based industries; resource-based industries; tourism, culture and entertainment; and oil and gas. In addition to its own programs, ECBC delivers the economic development programs of the Atlantic Canada Opportunities Agency (ACOA) on Cape Breton Island. ECBC also owns and operates an industrial park.

Performance Information

Since a Corporate Plan Summary for ECBC covering the period from 1999-2000 to 2003-04 had not been tabled in Parliament as of the closing date for inclusion of the information in the President of the Treasury Board's annual report, the information noted below only reflects that included in the Corporation's 1999-2000 Annual Report.

ECBC reported on its accomplishments in providing assistance to knowledge-based industries; tourism, culture and entertainment; resource-based industries; and oil and gas.

Examples of the Corporation's achievements as outlined in its 1999–2000 Annual Report included the following:

- Partnered with the Province of Nova Scotia and Human Resources Development Canada to bring a 500-person call centre to Sydney, Nova Scotia;
- Participated in trade shows such as the Commerce '99 Business and Technology Solutions Expo in Ottawa and the 1999 Canadian High Technology Show in Mississauga;
- Led a trade mission as part of a marketing promotion with the new CAT Ferry to Boston in May 1999;
- Developed workshops aimed at bringing together the fishing, and oil and gas industries to address ways the two industries can co-exist.

Selected financial information is shown in the table below.

	1999–2000 Actual	**1998–99 Actual**
Revenue ($ thousand)	561	808
Expenses ($ thousand)	8,642	9,781
Parliamentary appropriation ($ thousand)	8,566	8,400
Net income (loss) after parliamentary appropriation ($ thousand)	485	(572)

STANDARDS COUNCIL OF CANADA

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1970 by the *Standards Council of Canada Act* (R.S.C. 1996, c. 24); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To oversee Canada's National Standards System by promoting efficient and effective voluntary standardization in Canada where standardization is not expressly provided for by law. These activities are aimed at advancing the national economy, supporting sustainable development, and benefiting the health, safety and welfare of workers and the public. These functions are also intended to assist and protect consumers, facilitate domestic and international trade, and further international co-operation in relation to standardization.

Corporate Profile

The Standards Council of Canada's (SCC's) work falls into three principal areas.

Standards development: SCC accredits organizations that develop standards in Canada. It also approves the standards developed by those organizations as National Standards of Canada. Internationally, SCC co-ordinates Canada's participation in the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC). It also encourages the adoption and application of international standards in Canada.

Conformity assessment: This is the practice of determining whether a product, service or system meets the requirements of a particular standard. SCC accredits organizations that perform this function. SCC also takes part in international conformity assessment activities to help ensure that Canadian conformity assessment procedures are recognized in foreign markets.

Intergovernmental affairs and trade: SCC advises federal, provincial, and territorial governments on standards-related aspects of trade policy and regulatory reform. It also takes part in international mutual recognition activities to help ensure that Canadian exports of goods and services are accepted in foreign markets.

SCC offers information on standards, technical regulations and conformity assessment in Canada and around the world. It also serves as Canada's World Trade Organization/North American Free Trade Agreement (WTO/NAFTA) Enquiry Point.

Performance Information

In its Summary of the Corporate Plan for 1999-2000 to 2003-2004, SCC noted that the Canadian Standards Strategy was expected to be in place by late 1999. The document also outlined six critical performance indicators that were developed based on key operational activities of the SCC. The indicators were customer satisfaction; staff stability; customer response and media effectiveness; Canadian participation in international standards development committees; revenue targets and accreditation time for the Certification and Testing Organization programs; and compliance with national/international standards and level of surveillance activity in the case of quality management systems registrar accreditation.

The SCC's 1999-2000 Annual Report provided information as of mid-year on results against these critical performance indicators, and noted that the Canadian Standards Strategy was unveiled on March 29, 2000; corporate restructuring now organizes the SCC's operations around key emerging standardization issues; and a more focused and results-oriented approach to corporate planning was developed. As well, SCC noted that of the 202 National Standards of Canada approved in the year under review, 83 per cent were adopted from or based on regional or international standards; and that Canada plays an influential role in international standardization, leading over 100 subcommittees and working groups.

Selected financial information is presented in the table below.

	1999–2000 Forecast	1999–2000 Actual	1998–99 Actual
Revenue ($ thousand)	4,628	5,157	3,911
Expenses ($ thousand)	9,911	10,470	9,061
Net income (loss) before government funding ($ thousand)	(5,283)	(5,313)	(5,150)
Parliamentary appropriation for operating expenses ($ thousand)	5,283	5,133	4,938

INTERNATIONAL TRADE

CANADIAN COMMERCIAL CORPORATION

Appropriate Minister

The Honourable Pierre S. Pettigrew, P.C., M.P.
Minister for International Trade

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Auditor

Auditor General of Canada

Incorporation and Status

1946 by the *Canadian Commercial Corporation Act* (R.S.C. 1985, c. C-14); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To assist in the development of trade between Canada and other nations by facilitating sales to foreign governments and international agencies as well as other approved buyers on behalf of Canadian suppliers.

Corporate Profile

The Canadian Commercial Corporation (CCC) helps Canadian exporters to win contracts in foreign markets, primarily with those of foreign governments and international organizations. Foreign buyers dealing through CCC receive a government-backed guarantee of contract completion.

As part of Canada's trade team, the Corporation's activities complement the export financing and insuring services of the Export Development Corporation, as well as the market intelligence and promotional activities of federal departments and agencies.

As the export contracting arm of the federal government, CCC:

- gains access for Canadian exports to the U.S. defence and aerospace markets through formal agreements signed by the Government of Canada;
- acts as a prime contractor in the sale of Canadian goods and services at the request of Canadian exporters and their foreign customers;
- identifies business opportunities, particularly with the U.S. government, and passes them on to Canadian firms that are registered with CCC and capable of meeting the client's requirements; and
- provides assistance and expertise in other areas such as pre-shipment financing, contract risk analysis, management services and contract arbitration.

Performance Information

CCC's 1999–2000 to 2003–04 Corporate Plan Summary identified the Corporation's key business and financial objectives, as well as noting its financial performance indicator standards.

In its 1999-2000 Annual Report, CCC reported on the achievement of its business and financial objectives as follows:

Business and Financial Objectives	1999-2000 Forecast	1999-2000 Actual	1998-99 Actual
Number of clients accessing CCC services	2,000	1,810	1,883
Number of clients with contracts or amendments through CCC	300	280	276
Business volumes ($ billion)	1.0 – 1.1	1.113	0.748
Revenues generated through cost recovery ($ million)	1.8	3.18	1.75
Customer satisfaction index	7.2	7.4	7.0

CCC's report on the achievement of its financial performance indicators is shown in the table below.

Performance Indicator	1999-2000 Standard	1999-2000 Actual
Net cost of operations compared to business volume (%)	1.3	1.1
Time required to make payment to Canadian Suppliers (days)		
• Accelerated Payment Program	15	16
• Other	30	31
Provision for doubtful accounts when compared to accounts receivable from foreign customers (%)	1.0	0.0
Additional contract costs compared to total business volume (%)	0.2	0.3

EXPORT DEVELOPMENT CORPORATION

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Export Development Act* (R.S.C. 1985, c. E-20) (S.C. 1993, c. 26, in force June 10, 1993); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To support and develop Canada's export trade and Canadian capacity to engage in that trade and respond to international business opportunities.

Corporate Profile

The activities of the Export Development Corporation (EDC) are aimed at reducing financial risk to Canadian exporters. EDC's financial services include credit insurance, bonding and guarantees, political risk insurance, direct buyer loans and lines of credit. More specialized financial services include highly structured, limited recourse financing arrangements, and joint ventures or projects that involve long-term leasing arrangements and equity participation.

Through its sector- and product-based business teams and specialized customer support groups, EDC provides a full range of trade finance services to assist Canadian exporters and investors.

Performance Information

In its 1999 to 2003 Corporate Plan Summary, EDC defined the following objectives for 1999: to serve more customers, support more business and generate an adequate rate of return to support future growth. Numerical targets were included for many of the related measures that support these objectives.

In its 1999 Annual Report, EDC reported on the achievement of its goals. Selected results are shown in the table below.

Strategic Objectives and Measures	1999 Target	1999 Actual	1998 Actual
Serve more customers			
• No. of customers served	+12%	5,182	4,479
• No. of SME* customers served	+12%	4,550	3,664
• Overall customer satisfaction (%)	80	80.4	79.8
Support more business			
• Business volumes ($ billion)	35.0	40.1	34.8
• Business volume in developing markets ($ billion)	8.5	9.8	8.9
Generate an adequate rate of return			
• Net income ($ million)	160	118	135
• Ratio of administrative expenses to net operating income (%)	14.5	13.5	12.5
• Return on equity (%)	8.6	6.6	8.0

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* Small- and medium-sized enterprises.

NATURAL RESOURCES

ATOMIC ENERGY OF CANADA LIMITED

Appropriate Minister

The Honourable Ralph E. Goodale, P.C., M.P.
Minister of Natural Resources

Chairperson

Robert F. Nixon

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Auditor

Auditor General of Canada
Ernst & Young LLP

Incorporation and Status

1952 under Part I of the *Canada Corporations Act*; continued July 8, 1977, under a certificate, amended July 5, 1982, under the *Canada Business Corporations Act*; Schedule III, Part I of the Financial *Administration Act*; an agent of Her Majesty.

Mandate

To develop, design and market CANDU power reactors, MAPLE research reactors and MACSTOR waste storage facilities; and manage the construction of nuclear reactor projects worldwide.

Corporate Profile

Atomic Energy of Canada Limited's (AECL's) activities include the development of a variety of products and services that are now in use around the world. Its main product, the CANDU reactor, supplies about 15 per cent of Canada's electricity and is an important component of energy programs on four continents. The Corporation operates research and development laboratories at Chalk River, Ontario and Pinawa, Manitoba, as well as business, engineering and design offices in Ottawa, Mississauga and Montreal.

Performance Information

In its 1999–2000 Annual Report, AECL noted that the Governor in Council has not approved the Corporation's five-year Corporate Plan in its entirety since 1994–1995. As a result, the related five-year Corporate Plan summaries have not been tabled in Parliament. AECL also noted that the government and the Corporation continue to consider budget and policy issues affecting the Corporation.

In its Corporate Plan and Operating and Capital Budget Summary for 1999–2000, AECL described objectives in three broad areas: current commercial projects and services, marketing plan, and product development plan.

The Corporation's 1999–2000 Annual Report highlighted the results achieved during the year in each of the identified areas and noted that: the first MAPLE medical isotope reactor received its operating licence from the Atomic Energy Control Board, now the Canadian Nuclear Safety Commission, in August 1999; the MMIR project would be completed in November 2000; construction of the two CANDU reactors in Qinshan, China was at the midway point; and AECL has participated in the federal government's overall strategy for greenhouse gas reduction.

Selected financial information is presented in the table below.

	1999–2000 Forecast	**1999–2000 Actual**	**1998–99 Actual**
Commercial Operations			
• Revenue ($ million)	571	552	544
• Operating Profit ($ million)		52	34
Research expenses ($ million)		173	204
Net research expenses, after funding ($ million)		36	53
Net income (loss) ($ million)	(14)	43	(15) *

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* The Corporation has changed its accounting policy to recognize the decommissioning and site remediation obligation retroactively with restatement of the 1998–99 comparative figures. The effects of this change on AECL's 1998–99 financial statements include a $5 million reduction of net income, and a $375 million increase in deficit.

CAPE BRETON DEVELOPMENT CORPORATION

Appropriate Minister

The Honourable Ralph E. Goodale, P.C., M.P.
Minister of Natural Resources

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Cape Breton Development Corporation Act*, (R.S.C. 1985, c. C-25); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To reorganize and rehabilitate the coal industry on Cape Breton Island. The goal of the Corporation is to operate safe and commercially viable coal mines that are dependable supplies of quality coal and related energy products.

Corporate Profile

The Cape Breton Development Corporation (Devco) is the largest coal producer in Eastern Canada. Located on Cape Breton Island, the Corporation currently operates the Prince Colliery with fully integrated support facilities for the preparation, storage and distribution of coal to Canadian markets. The colliery began production on its first North/South wall, 1 North in January 2000. The Phalen Colliery was closed in September 1999, about a year earlier than planned, as a result of adverse geological conditions and related safety considerations.

On January 28, 1999 the federal government announced that it would initiate a process to privatize Devco's operations. At the same time the government also announced a $111 million support package to workers affected by the decision to curtail development of the Phalen mine. The government had previously approved funding of $41 million to cover Devco's operating requirements to March 31, 1999 and the write-off of a $69 million loan that had been advanced to the Corporation over the past three years.

On October 27, 1999, the government introduced Bill C–11, an Act to authorize the sale of substantially all of the Corporation's assets as well as to provide for the eventual wind-up of its affairs. Bill C–11 received Royal Assent on June 29, 2000.

Performance Information

Devco's Corporate Plan Summary for 1999–2000 to 2003–04 reflected a shift in strategic direction from its previously established 1996–97 restructuring plan, since efforts to reach financial viability had not been successful and the federal government had decided to privatize the Corporation's operations. The Plan anticipated operations at Phalen Colliery to take approximately eighteen months to complete before closing the mine. At Prince Colliery, production on its first North/South wall, 1 North, was to begin in October 1999, with future years' production estimated at 1.3 million tonnes per year.

In its 1999–2000 Annual Report, Devco noted the following:

- Phalen Colliery ceased production about one year earlier than planned due to adverse geological conditions and related safety considerations.
- Prince Colliery began production on 1 North in January 2000.
- The Corporation initiated the sale of asset process for selling its coal mining operations and related assets.

Selected financial and operational information is shown in the table below.

	1999–2000 Forecast	**1999–2000 Actual**	**1998–99 Actual**
Revenue ($ million)	152.4	76.1	98.9
Profit (loss) from current operations ($ million)	40.1	(55.6)	(29.5)
(Loss) for the year ($ million)		(72)	(299.7)
Funding requirements ($ million)	11	78	44
Saleable production (thousand tonnes)	2,438	662	1,818
Output per person shift (tonnes)		4.6	9.2

PUBLIC WORKS AND GOVERNMENT SERVICES

CANADA LANDS COMPANY LIMITED

Appropriate Minister

The Honourable Alfonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

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Auditor

Auditor General of Canada
KPMG LLP

Incorporation and Status

1956 by letters patent; reorganized under the *Canada Business Corporations Act*, September 19, 1977; Certificate of Continuance under the *Canada Business Corporations Act*, July 7, 1981; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To create value for strategic properties no longer required for program purposes by the Government of Canada. It does this through purchasing, improving and then managing or selling lands in order to produce the best possible benefits to both local communities and Canadian taxpayers while respecting the government's policies regarding First Nations' land claims, official languages, as well as environmental and heritage considerations.

Corporate Profile

Canada Lands Company Limited (Canada Lands) is the parent company of four wholly owned subsidiaries: Canada Lands Company CLC Limited, which handles the real estate operations; Parc Downsview Park Inc., which is responsible for development and management of an urban recreational greenspace on the former CFB Toronto lands; 3148131Canada Limited which is inactive; and Old Port of Montreal Corporation Inc., which is responsible for redeveloping the Old Port of Montreal but which reports as a parent Crown Corporation.

The property holdings of the Corporation fall into three categories, namely, rental properties, properties under development and land held for development or sale. Its principal rental property is Canada's National Tower ("CN Tower") in Toronto, which will be retained by the corporation.

Performance Information

In its Corporate Plan Summary for 1999–2000 to 2003–04, Canada Lands identified the following as the major strategic issues facing the Corporation during the plan period: Confirmation of the continuing mandate and operations of the Corporation; Crown property transfers; First Nations' land claims; CLC Downsview Inc. (now called Parc Downsview Park Inc.) corporate governance, development and financing issues; and Year 2000 issues.

In its 1999-2000 Annual Report, Canada Lands reported on its achievements related to the sale, the completion of development, or the acquisition of a number of properties. In addition, Canada Lands noted the following, which relate to the strategic issues identified in its Corporate Plan Summary:

- The Government of Canada was expected to conclude its five-year review of Canada Lands' mandate in mid-2000.
- At the end of the year, Canada Lands Company CLC Limited (CLC), was discussing with government departments and agencies the possible transfer of a further 5,000 acres of property over time.
- Canada Lands continues to work with various government agencies and organizations to assist in establishing a process whereby certain surplus government lands that are subject to First Nations' land claims could be transferred to CLC.
- Parc Downsview Park Inc. (PDP) held a governance course for all directors and was reviewing policies and procedures for the newly created subsidiary. An international park design competition to select an overall design framework for the property was launched in July 1999, and the winning design was announced in May 2000. The transfer of land to PDP was expected to take place in the coming year as PDP sought approval of an appropriate corporate structure for future operations.

Selected financial information is provided in the table below.

	1999–2000 Budget	1999–2000 Actual	1998–99 Actual
Property sales ($ million)	132.4	103.9	144.9
Net income before tax ($ million)	15.3	24.2	22.0
Income tax ($ million)	6.2	9.1	8.2
Dividends ($ million)	-	26.7	46.6

CANADA MORTGAGE AND HOUSING CORPORATION

Appropriate Minister

The Honourable Alphonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

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Auditor

Auditor General of Canada
Mallette Maheu
General Partnership
Associated with Arthur Anderson

Incorporation and Status

1946 by the *Central Mortgage and Housing Corporation Act*; amended March 16, 1979, to *Canada Mortgage and Housing Corporation Act* (R.S.C. 1985, c. C-7); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty except when s.14 of its Act applies.

Mandate

To promote the construction of new houses; the repair and modernization of existing homes; and the improvement of housing and living conditions, emphasizing housing quality, affordability and choice.

Corporate Profile

The Canada Mortgage and Housing Corporation's (CMHC's) legislative mandate of promoting the construction of new houses, the repair and modernization of existing homes, and the improvement of housing and living conditions is delivered through four key business lines: housing finance, assisted housing, housing export promotion, and research and information transfer.

On June 17, 1999, Royal Assent was granted to Bill C-66, amending the *Canada Mortgage and Housing Corporation Act* and the *National Housing Act*. These amendments enable CMHC to respond more quickly to shifts in consumer demand and market conditions, operate on a more commercial basis, better support Canadian housing exports, and consolidate programs and negotiate new partnerships and agreements.

CMHC's financial operations are managed under four separate accounts:

The Minister's Account – funds social and assisted housing programs;

The Corporate Account – encompasses loans and other investments, the result of residual lending activities and housing-related services;

The Mortgage Insurance Fund – provides insurance for lenders against borrower default on residential mortgage loans; and

The Mortgage-backed Securities Guarantee Fund – guarantees the payment of principal and interest for investors in securities based on insured mortgages.

Performance Information

The corporate objectives of CMHC, as specified in its Corporate Plan Summary for 1999 to 2003, included the following: to expand housing choice and improve housing affordability; to improve housing and living conditions; to support market competitiveness, job creation and the well-being of the housing sector; and to ensure that CMHC is a modern and visible representative of the Government of Canada.

In its 1999 Annual Report, CMHC noted the results achieved for the year in each of the above-noted areas. Examples included a number of initiatives related to housing for First Nations' communities, helping victims of violence and fostering community partnerships. Two new social housing agreements were signed, with Ontario and Nunavut, to ensure that federal funds continue to be targeted to housing for low-income Canadians.

Selected financial and performance information is shown in the table below.

	1999 Forecast	1999 Actual	1998 Actual
Corporate Account			
• Net after-tax income ($ million)	(0.8)	(5)	1
Minister's Account			
• Grants, contributions, subsidies ($ million)	1,899.4	1,886	1,841
Mortgage Insurance Fund			
• Assets ($ million)	4,032.3	4,023	4,158
• Net income ($ million)	11.6	310	152

CANADA POST CORPORATION

Appropriate Minister

The Honourable Alfonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

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The Honourable André Ouellet, P.C.

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Auditor

Deloitte & Touche LLP

Incorporation and Status

1981 by the *Canada Post Corporation Act* (R.S.C. 1985, c. C-10); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To operate Canada's postal service on a self-sustaining basis with a standard of service that meets the needs of Canadians.

In December 1998, a multi-year policy framework was established for the Corporation; it sets service, productivity and financial performance targets for the Corporation.

Corporate Profile

Canada Post serves Canadian residents, businesses and organizations through the secure delivery of letters and parcels to all addresses in Canada and around the world. On a consolidated basis, the Corporation processed 9.6 billion messages and parcels in 1999–2000. These materials were processed through 22 major plants and other facilities for delivery to 13 million addresses in Canada. Postal services are available to customers through more than 23,000 retail points of access.

Canada Post provides a number of distribution services including Priority Courier, Xpresspost, and Expedited and regular Parcels. It also sells philatelic products. Through its international consulting subsidiary, Canada Post International Limited, the Corporation markets its expertise to postal administrations throughout the world.

Canada Post also provides postal services at less than cost pursuant to government measures to support the publishing industry and other programs, such as northern parcel mail, parliamentary free mail and blind persons' free mail. The federal government compensates the Corporation for these services.

Performance Information

Canada Post's 1999-2000 to 2003-04 Corporate Plan Summary identified strategies and plans related to product and service innovation, including the introduction of the Electronic Post Office™; sales strategies; cost management strategies; and maintaining a competitive pricing policy for its products and services. The Corporation noted, however, that it was difficult to make commitments beyond the current year due to several outstanding items at the time its 1999–2000 Corporate Plan was approved. These included the then continuing arbitration process between Canada Post and the Canadian Union of Postal Workers, and pension reform.

In its 1999-2000 Annual Report, Canada Post reported, among other achievements, that the Corporation had:

- Signed a long-term agreement with the Canadian Union of Postal Workers, thereby ensuring labour stability;
- Launched EPOST™, its Electronic Post Office, which had been developed with Cebra Inc.; and Poste*e*CS ™, an Internet-based secure courier service, which had been developed jointly by the International Post Corporation, Canada Post, La Poste (France) and the United States Postal Service; and
- Introduced a new corporate vision and strategic direction for the Corporation.

Selected summary information is presented in the table below.

	1999–2000 Forecast	**1999–2000 Actual**	**1998–99 Actual**
Income from operations ($ million)	99	76	59
Net income ($ million)	70	75	50
Return on equity (%)		7.4	4.7
Customer satisfaction index (%)		74	70
Total volume (millions of pieces)		9,617	9,613
Retail points of access[1]		23, 222	18, 608

[1] The increase in 1999-2000 is largely attributed to the implementation of the National Stamp Retailer Program.

DEFENCE CONSTRUCTION (1951) LIMITED

Appropriate Minister

The Honourable Alfonso Gagliano, P.C., M.P.
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Chairperson

(Vacant post)

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Auditor

Auditor General of Canada

Incorporation and Status

1951 by the *Defence Production Act* (R.S.C. 1985, c. D-1); continued under the *Canada Business Corporations Act*, November 21, 1978; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide contracting, contract management and project management support services to assist with the delivery of the construction program of National Defence. As owner and design authority, National Defence provides the Corporation with the necessary land and funding, as well as complete drawings and specifications.

Corporate Profile

Defence Construction (1951) Limited (DCC) provides service in the areas of contracting for architectural/engineering consulting and for construction; consultant contract administration and construction contract management; and project management support for the Department of National Defence's environmental remediation and protection programs as well as for construction programs. All facilities are put in place by private industry, with DCC serving as the interface between the government and the consultants and construction contractors. DCC's function is to ensure the financial and competitive integrity of the contracting process; devise sound contracts that protect the interests of both the government and those entrusted with implementation; and monitor and influence the time, cost and quality aspects of projects.

Performance Information

DCC's Corporate Plan Summary for 1999–2000 to 2003–04 identified strategic objectives in a number of areas with regard to both its external and internal environments. It also identified performance indicator targets for 1999-2000 in the areas of client satisfaction, and operational efficiency and effectiveness.

The Corporation's 1999–2000 Annual Report highlighted DCC's performance in the case of its contract, contract management, and project management support services, and its value added and financial results. The results for the timeliness of contracting and consultant procurement reflect some of the difficulties caused by factors external to the Corporation.

Selected performance and financial information is presented in the table below.

	1999–2000 Forecast	**1999–2000 Actual**	**1998–99 Actual**
Client Satisfaction (%)			
• Operations	95	-	-
• Contract management	95	99.1	97
• Environmental Services	95	100	90
Timeliness of Construction Contracting (calendar days)			
• Regular tender call	35	40	34
• Tender boards	25	30	23
• Quick response tenders	10	16	13
• Design-build	60	180	88
Timeliness of consultant service procurement (calendar days)			
• SPEC selection	20	41	23
• Mini-proposals	50	71	72
• Two-step proposal selection	70	138	101
• NAFTA selection	84	–	no requests
Timeliness of contract completions		51.9% on time 17.2% within 1-30 days	52.9 % on time 17.9% within 1-30 days
Revenue ($ thousand)	17,678	19,564	17,320
Expenses ($ thousand)	16,541	18,642	17,075
Net income ($ thousand)	1,137	922	245

OLD PORT OF MONTREAL CORPORATION INC.

Appropriate Minister

The Honourable Alphonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

1981 under the *Canada Business Corporations Act*; a wholly owned subsidiary of the Canada Lands Company Limited; directed by Order in Council (P.C. 1987–86) to report as if it were a parent Crown corporation; an agent of Her Majesty.

Mandate

To develop and promote the Old Port of Montreal site; and to manage and maintain the Crown property in that location intended for recreational and tourism activities for the general public.

Corporate Profile

The Old Port of Montreal Corporation Inc. manages and develops an urban park for recreation and tourism. The 54-hectare Old Port site has been greatly altered, mainly over the past ten years, and it can now accommodate seven million visitors a year.

Besides the site itself, and the year-round programming offered there, the Corporation operates such facilities as an IMAX® 3D theatre, a skating rink and a marina. Since May 1, 2000, iSci, a science centre, and the IMMERSION interactive theatre have been added to the products offered by the Old Port.

Performance Information

In the Summary of its Corporate Plan for 1999–2000 to 2003–04, the Old Port of Montreal Corporation Inc. outlined a number of objectives and strategies for the planning period, including: Delivery of the Montreal Interactive Science Centre (iSci) on May 1, 2000; provision of ongoing development and high quality programming; achievement of operational self-sufficiency by 2002-2003; and maintenance of the quality and safety of the facilities.

In its 1999-2000 Annual Report, the Corporation reported that the iSci project was successfully completed within the planned deadlines and budgets. In addition, the

Corporation had confirmed or was in the process of confirming the receipt of $12 million of the $15 million fundraising target for the campaign launched in March 1998. The remaining $3 million was to be confirmed in the coming months.

The Corporation also prepared a master programming plan for 1999-2004, consolidating its programming goals and dividing the products offered into two groups: services and concessions, and activities and events. Its 1999-2000 programming included over 100 events.

In its report on operational self-sufficiency, the Corporation noted that it had a record attendance of nearly seven million visitors during the 1999-2000 season and of 165,526 visitors for the Canada Day celebrations on July 1, 1999. The Corporation is, however, examining various options for the future since its self-generated revenue – although expected to rise – will cover only part of the total budget.

Arrangements were completed in 1999 to sell the cold storage warehouse, in co-operation with Public Works and Government Services Canada and the Canada Lands Company, to a private firm that will convert it into a residential and hotel complex.

The Corporation managed a $1.5 million investment program for health and safety, protecting and consolidating assets, and renewing facilities.

Selected summary information is presented in the table below.

	1999–2000 Forecast	**1999–2000 Actual**	**1998–99 Actual**
Revenue generated by the Corporation ($ thousand)	8,079	7,658	8,698
Expenses ($ thousand)	44,349	33,249	23,820
Parliamentary appropriations ($ thousand)		24,326	14,197
Non-refundable contribution – Canada Economic Development ($ thousand)		9,800	-

QUEENS QUAY WEST LAND CORPORATION

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Auditor

Auditor General of Canada

Incorporation and Status

1936 as Terminal Warehouses Ltd. under the *Ontario Companies Act*; July 14, 1978, as Harbourfront Corporation, under the *Business Corporations Act of Ontario*; continued under the *Canada Business Corporations Act*, December 21, 1984; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

Formerly responsible for operating, managing, maintaining and developing the Harbourfront site in Toronto, the Corporation's mandate is to dissolve itself once it fulfils its remaining obligations.

Corporate Profile

Queens Quay West Land Corporation operates the Harbourfront site in Toronto under an agreement with the federal government. Most of the original 100-acre site has been conveyed to the City of Toronto.

In August 1996, the management of the Corporation was transferred from the Canada Development Investment Corporation to Canada Lands Company CLC Limited, which provides staff, facilities and corporate administration. In addition, as the need arises, it continues to retain consultants and advisors to assist with the implementation of its mandate.

Performance Information

The mandate of the Queens Quay West Land Corporation (QQWLC), as stated in its Corporate Plan Summary for the period 1999–2000 to 2001–02, consisted of the following:

- provide solutions to all outstanding business issues;

- find an alternate funding vehicle for Harbourfront Centre; and
- sell all of the remaining assets prior to dissolution of the Corporation.

The Corporate Plan period does not extend beyond 2002 as all of QQWLC's current obligations are forecast to be fulfilled by March 31, 2002.

The Corporation's 2000 Annual Report indicated that:

- During the year under review, QQWLC successfully concluded the sale of the two properties known as BQ7 and MLQ4.
- The Corporation holds only one remaining property, known as YQ4. An agreement to sell part of this property is scheduled to close by March 31, 2001. The proceeds from the sale must first be used to pay the City of Toronto $10.5 million, with the balance used to reduce the Corporation's loan from Canada.
- Strategies will be developed for marketing the remaining portion of the YQ4 property (a parking garage). Net proceeds from the sale will be applied to the loan from Canada.
- Management estimates that the net proceeds from the sale of its last remaining property will only be sufficient to pay approximately 61 per cent of the $45.8 million loan from Canada.
- Discussions are under way between various government departments with the goal of finding an alternate funding vehicle for Harbourfront Centre.

ROYAL CANADIAN MINT

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Royal Canadian Mint Act* (R.S.C. 1985, c. R-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To mint coins in anticipation of profit and to carry out other related activities. Founded in 1908 as a branch of the Mint of the United Kingdom, its operations were devolved to the Crown in right of Canada in 1931. Initially a departmental agency of the government, the Mint was incorporated by legislation in 1969. In 1987, a share-capital structure was created for the Mint, and shares were issued to Canada. In 1999, the legislation was further amended to give the Mint the rights, powers and privileges and the capacity of a natural person.

Corporate Profile

The Royal Canadian Mint is responsible for minting the nation's circulation coins. As a fully commercial Crown corporation, the Mint generates commercial revenue by offering a wide range of specialized coin products and related services, both nationally and internationally.

The Mint owns two facilities – one in Ottawa and the other in Winnipeg. The Ottawa facility houses the corporate head office, the gold refinery, and the production facilities for numismatic and bullion coins, medals and medallions. The Winnipeg Plant, which includes a new plating facility, produces all of Canada's circulation coins as well as circulation coins for foreign countries.

Performance Information

The Mint's Corporate Plan Summary for 1999 to 2003 identified many objectives for the Mint, including building a plating facility at its Winnipeg plant to ensure a secure, cost effective supply of plated domestic coinage; introducing the Millennium Commemorative Circulation Coin Program; and pursuing amendments to the *Royal Canadian Mint Act* to provide the Mint with sufficient flexibility to adequately respond to competitive demands and other market forces.

In its 1999 Annual Report, the Mint reported that it had had an outstanding year. The new plating facility was completed at the end of January 2000 – three months ahead of schedule and $1 million under budget. Changes made to the *Royal Canadian Mint Act*, which received Royal Assent on March 11, 1999, have facilitated a swifter approval process for new coins and placed the Mint on an equal footing with its principal competitors. The 1999 millennium coin series was a success, with more than 266 million 25-cent circulation coins shipped – nearly three times typical annual volumes.

The Mint continues to use a 'balanced scorecard' concept that measures its performance from the perspective of the shareholder, customers, internal business processes, and innovation and learning.

Selected financial and operating performance measures are shown below.

	1999 Forecast	**1999 Actual**	**1998 Actual**
Net income ($ million)	4.9	21.7	4.5
Return on equity (%)	7.0	27.5	7.0
Production in millions of pieces:			
• Canadian circulation coins		1,679.6	1,308.4
• Coinage for the world		1,765.3	2,188.2
"Value added" sales revenue per employee ($ thousand)	134	182	134
Percentage of contribution margin from new products (%)	15	31	12

TRANSPORT

ATLANTIC PILOTAGE AUTHORITY

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1972 pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To establish, operate, maintain and administer a safe and efficient pilotage service within designated waters in and around the Atlantic provinces. These objectives are to be achieved by establishing a fair and reasonable tariff.

Corporate Profile

In addition to providing pilotage services, the Atlantic Pilotage Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Of the 33 pilotage areas in the Atlantic region, 16 are compulsory pilotage areas. The criteria for determining which ports should become compulsory are: the degree of difficulty and hazard in the approaches and within the port itself; the amount of vessel movement and the manoeuvrability of those vessels; the design of wharves and slips; the nature of the cargo; and environmental concerns and the preservation of the ecosystem.

Performance Information

The Atlantic Pilotage Authority's 1999 to 2003 Corporate Plan Summary included, among others, the following major objectives:

- To provide a safe, economical, reliable and effective marine pilotage service within the Atlantic Region;

- To participate with the Pilotage Review Panel with reference given to those items outlined in the *Canada Marine Act*; and
- To implement a centralized dispatch system within the Atlantic Region.

The Corporate Plan Summary also noted the Authority's commitment to maintaining its course of financial self-sufficiency, and its overall goal of individual port self-sufficiency and a 10 per-cent rate of return each year.

The Authority's 1999 Annual Report stated that:

- Throughout the year, the Authority co-operated with the Canadian Transportation Agency (CTA) in its Ministerial Review of Outstanding Pilotage Issues, and that the Authority was committed to following through on the recommendations of the CTA Review Panel as accepted by the government;
- The centralized dispatch of pilots had been implemented; and
- Each of the compulsory and non-compulsory pilotage areas had a positive operating return during the year, meaning that there was no cross-subsidization among ports to meet the operating expenses within a port.

Selected performance indicators are shown in the table below.

	1999 Forecast	**1999 Actual**	**1998 Actual**
Net income ($ thousand)	1,136	963.6	670
Number of assignments	9,814	11.091	9,726
Number of incidents*	14	12	10
Incident-free assignments (%)	99.9	99.9	99.9

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* Compilation of all maritime incident reports with or without damage.

CANADA PORTS CORPORATION

Appropriate Minister

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Auditor

Raymond Chabot Grant Thornton

Incorporation and Status

1983 by the *National Harbours Board Act* (R.S.C. 1970, N-8, s.3); reconstituted by the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act;* an agent of Her Majesty.

Mandate

To administer, manage and control Canadian harbours and any other harbour, work or property of Canada transferred by the Governor in Council.

Corporate Profile

During 1998, the Canada Ports Corporation (CPC) had co-ordinated the national port activities of seven autonomous local port corporations and also had direct responsibility for operating seven non-corporate divisional ports.

During 1999, CPC assisted in implementing certain provisions of the *Canada Marine Act*, which had received Royal Assent on June 11, 1998. This Act provides for the creation of new organizational structures for ports as Canada port authorities (CPAs), the dissolution of CPC, reorganization of Ridley Terminals Inc. from a wholly owned subsidiary of CPC to a parent Crown corporation, and the transfer of all remaining assets and liabilities of CPC to the Minister of Transport.

The Halifax, Montreal and Vancouver port corporations became port authorities on March 1, 1999. The Port of Quebec Corporation, and the Prince Rupert, Saint John and St. John's port corporations, and CPC's Saguenay, Sept-Îles and Trois-Rivières divisional ports became port authorities effective May 1, 1999. These new entities are non-share-capital, shared-governance corporations with the associated municipalities and provinces each appointing a member to the board of directors, and the federal government appointing the majority.

On October 1, 1999, the CPC's Port Colborne port facilities and property were officially transferred to the City of Port Colborne, and the CPC port at Baie des Ha! Ha! was deproclaimed as a federal harbour on December 16, 1999. On March 29, 2000, the Port of Belledune, which was a CPC divisional port but not one of the original 18 ports designated to become a CPA, was granted CPA status. On October 11, 2000, CPC's last remaining divisional port – the Port of Prescott – was transferred to the Corporation of the Township of Edwardsburgh.

Subsequently, on October 18, the Governor in Council approved the dissolution of CPC as of November 1, 2000. CPC's wholly owned subsidiary, Ridley Terminals Inc., became a parent Crown corporation upon CPC's dissolution.

Performance Information

The CPC's 1999 to 2003 Corporate Plan Summary reflected a corporate plan developed largely on the basis of the *status quo* at the time it was prepared, as there was still some uncertainty as to the proclamation date for the *Canada Marine Act*.

For example, the Plan included the annual operations of the ports of Saguenay, Sept-Îles, and Trois-Rivières. These ports, however, became Canada Port Authorities pursuant to the *Canada Marine Act* on May 1, 1999, and they now report on their annual financial statements separately. As a result, financial and operating results for CPC are not directly comparable to forecasts or to previous years.

Most of CPC's activities during the year under review were directed at assisting in the implementation of certain provisions of the *Canada Marine Act*.

FEDERAL BRIDGE CORPORATION LIMITED, THE

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1998 under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide users with safe and effective infrastructures at its two wholly owned subsidiaries, Jacques Cartier and Champlain Bridges Incorporated and The Seaway International Bridge Corporation Ltd., as well as the Canadian facilities of the Thousand Islands Bridge.

Corporate Profile

The Federal Bridge Corporation Limited (FBCL) was established on October 2, 1998, following the passage of the *Canada Marine Act*. Its original mandate was to replace The St. Lawrence Seaway Authority (SLSA) as the corporate body responsible for managing certain non-navigational assets. The civil structures transferred to The Federal Bridge Corporation Limited from SLSA are those of its former subsidiaries – The Jacques Cartier and Champlain Bridges Incorporated (JCCB) and The Seaway International Bridge Corporation, Ltd. – and include the Jacques-Cartier Bridge, the Champlain Bridge, The Seaway International Bridge and a section of the Bonaventure Autoroute.

The Southern Extension of the Mercier Bridge and the Melocheville Tunnel had been transferred from SLSA to JCCB in 1998. In 1999, the Champlain Bridge Ice Control Structure was transferred from Fisheries and Oceans Canada to JCCB.

Performance Information

The summary of the first Corporate Plan of FBCL, which was approved for 1999–2000 only, noted that the Corporation will manage the federal structures for which it is responsible in an efficient and effective manner, including ensuring that they are safe, properly maintained, and their useful life maximized. In addition, FBCL indicated that it would focus on overall cost reductions and the standardization of management policies and practices of these structures. The summary financial plans for FBCL excluded the results of its wholly owned subsidiary, JCCB, which were presented separately.

The FBCL's Annual Report for 1999–2000 noted the following among the Corporation's achievements during the year:

- FBCL has been implementing a new variable message signs program since June 1999 to provide motorists with useful traffic and road safety information.
- An application to launch a request for proposals for a three-year turnkey project to replace the deck of the Jacques Cartier Bridge was approved by the Treasury Board.
- The direct transfer of the Champlain Bridge Ice Control Structure was secured.
- A feasibility study for a public monorail transit system via the Champlain Bridge Ice Control Structure was commissioned, in co-operation with Montreal's Agence métropolitaine de Transport.
- Discussions were held, and will continue, with the leadership of the Mohawk Council of Akwesasne in an effort to arrive at a mutually acceptable solution regarding the collection of tolls on The Seaway International Bridge.
- A short- to medium-term study was commissioned to determine whether the two most heavily travelled bridges in Canada (Jacques Cartier Bridge and Champlain Bridge) would be able to accommodate forecasted traffic volumes.

Selected information is provided in the table below.

	1999–2000 Forecast		**Consolidated Results**	
	FBCL	**JCCB**	**1999–2000**	**1998–99 ***
Revenues ($ thousand)	3,144	850	6,760	2,713
Maintenance expenses ($ thousand)	1,345	23,406	21,825	7,346
Net income (loss) before government financing ($ thousand)	665	(30,614)	(25,641)	(9,399)

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*For the period from October 1, 1998 to March 31, 1999.

GREAT LAKES PILOTAGE AUTHORITY

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); incorporated under the *Canada Corporations Act* in May 1972 as a subsidiary of The St. Lawrence Seaway Authority; deemed to be a parent corporation within the meaning of the *Financial Administration Act* and listed in Schedule III, Part I of that Act; became a parent corporation on October 1, 1998 pursuant to the *Canada Marine Act*; not an agent of Her Majesty.

Mandate

To operate, maintain and administer a safe and efficient pilotage service in all Canadian waters in Ontario and Manitoba, as well as in Quebec south of the northern entrance to the St. Lambert Lock.

Corporate Profile

In addition to providing pilotage services, the Great Lakes Pilotage Authority, with the approval of the Governor in Council, makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

The Authority co-ordinates its operations with a number of other organizations such as the St. Lawrence Seaway Management Corporation and the United States Seaway Development Corporation which operate the lock facilities and maintain a traffic control system within the region. Other organizations involved are the Canadian Coast Guard, which provides aids to navigation, and the United States Coast Guard, which is responsible for United States pilotage matters in international waters.

Performance Information

The Great Lakes Pilotage Authority stated, in its Summary of the Corporate Plan for 1999 to 2003, that it interpreted its mandate of safety and efficiency to include not only its own financial self-sufficiency but also their application and cost impact on the effectiveness of the Seaway system and to vessel delays.

In addition, the Authority had decided that the excess of surpluses generated in the period from 1995 to 1998, after setting aside a sufficient amount for funding of termination benefits and future operating losses, would be addressed with a moderate tariff reduction starting in 1999.

In its 1999 Annual Report, the Authority reported that with regard to providing safe, economic and reliable pilotage service, it had:

- Invested in the training of pilots and introduced new working rules;
- Negotiated and put into place in the Pilots' collective agreements a no-strike, no-lockout provision to settle disputes, thus eliminating any chance of work stoppage;
- Negotiated a three-year collective agreement for all of its pilots yielding annual wage increases of 3 per cent for each of the three years; and
- Implemented a tariff reduction of 5 per cent for all Canadian pilotage sectors for 1999 and noted that this tariff reduction will be maintained in 2000.

To maintain self-sufficiency in its operations, the Authority:

- Completed its restructuring of the administration that began in 1994, with the overall effect of reducing 2.5 full-time-equivalent positions and saving $195,000 a year; and
- Continues to contract out pilot boat services for the Welland Canal.

Selected performance indicators are shown in the table below.

	1999 Forecast	**1999 Actual**	**1998 Actual**
Net income ($ thousand)	10	(353.1)	1,701.4
Number of assignments	7,200	8,108	9,085
Accident-free assignments (%)	99.5	99.7	99.7
Average cost of performing an assignment ($)	1,794*	1,871	1,711

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* Source: *Great Lakes Pilotage Authority, 1998 Annual Report.*

LAURENTIAN PILOTAGE AUTHORITY

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To operate, maintain and administer a safe and efficient pilotage service in the St. Lawrence River between Les Escoumins and the north end of the St. Lambert Lock, in the Saguenay River and in Chaleur Bay north of Cap d'Espoir.

Corporate Profile

The Laurentian Pilotage Authority serves three mandatory pilotage districts: one for the Port of Montreal, another for the navigable waters between Montreal and Quebec City, and a third for the navigable waters between Quebec City and Les Escoumins including the Saguenay River. The Authority owns and operates a pilot station at Les Escoumins with pilot boats capable of carrying pilots year round. The pilot boat services at Quebec City, Trois-Rivières, Sorel, Lanoraie and Montreal are served by private companies under contract to the Authority.

In addition to providing pilotage services, the Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Performance Information

The main components of the strategic direction of the Laurentian Pilotage Authority (LPA), as noted in its Summary of the Corporate Plan for 1999 to 2003, were financial self-sufficiency; the maximization of the effectiveness of the pilotage system by being sensitive to clients' needs; modernizing the existing process for issuing pilotage certificates; periodically reviewing existing compulsory pilotage zones and the mechanism for designating zones; and providing mechanisms for the resolution of disputes.

In its 1999 Annual Report, the Authority reported on its accomplishments in the following areas: For example, with regard to financial self-sufficiency, the Authority reported on its revenue increases, effective cost-management, and upgrading of its administrative and operating methods. It noted that the Montreal Region and its office had received ISO 9002 certification for its quality system for pilot assignments and billing service. To maximize the effectiveness of the pilotage system, the Authority noted that the percentage of assignments without incident was higher than the previous year, and that it was upgrading its assignment and billing computer systems, conferring with users about the quality and efficiency of the Authority's services and information, and changing pilots' operating rules to improve service.

With regard to the present system for issuing pilotage certificates, the Authority filed amendments for updating its regulations on pilotage licences and certificates, and continued its work to update the program of study, as well as serving on the committee revising the pilotage program and implementing recommendations in the study commissioned by Transport Canada and the Canadian Shipowners Association.

Selected performance indicators are shown in the table below.

	1999 Forecast	1999 Actual	1998 Actual
Net Income ($ thousand)	144	475.7	463.5
Number of assignments		21,654	22,018
Number of incidents*		22	29
Incident-free assignments (%)		99.9	99.87

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*Compilation of all maritime incident reports with or without damage.

MARINE ATLANTIC INC.

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

1979 by the *Canada Business Corporations Act*; status and ownership changed as of December 31, 1986, pursuant to the *Marine Atlantic Inc. Acquisition Authorization Act* (S.C. 1986, c. 36); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To provide a safe, environmentally sound and quality ferry service between Newfoundland and the mainland of Canada on behalf of the federal government.

Corporate Profile

Marine Atlantic Inc. has provided continuous ferry services between Newfoundland and Nova Scotia for over 100 years. In addition to the constitutionally guaranteed ferry link between North Sydney, Nova Scotia and Port aux Basques, Newfoundland, Marine Atlantic continues to operate a seasonal alternative service between Argentia, Newfoundland and North Sydney.

The federal government through operating contracts with Transport Canada financially supports the Corporation's operations.

Marine Atlantic continues to have a strong economic presence in the region; it is a carrier of Atlantic Canada's commerce and plays an important role in Newfoundland's tourism industry.

Performance Information

In the Summary of its 1999 to 2003 Corporate Plan, Marine Atlantic Inc. noted that, in its transition to a smaller company, the Corporation would not lose sight of the critical importance of safety in its operations.

The Corporation also indicated that there was a risk that its maintenance costs could be higher than planned due to rigorous regulatory requirements and the fact that its three-vessel fleet was getting older. Concerns were expressed as to whether the three-vessel deployment and the high frequency of at-capacity sailings over the busy summer season were appropriate. The Corporation noted that a study was under way to determine the costs and benefits of resolving the issue.

Marine Atlantic Inc.'s 1999 Annual Report documented the following:

- Unprecedented traffic volumes strengthened the financial results in 1999, and the Corporation recorded its lowest ever subsidy requirement.
- Based on a thorough examination of the Newfoundland transportation environment and traffic forecasts, the Corporation received authorization in December to commence negotiations for acquisition of a third passenger ferry, capable of meeting the anticipated demand in 2000 and beyond. Subsequently, Marine Atlantic advised that a third passenger vehicle ferry was chartered for the summer of 2000, and it will be replaced by a vessel that has been purchased for delivery in the spring of 2001.
- A professional survey on consumer feedback showed that more than two thirds of customers were generally satisfied with their Marine Atlantic experience. The corporation's employees received a particularly high rating.
- In June, the Corporation was chosen by the Canadian Transportation Agency as the venue for launching its Code of Practice on Ferry Accessibility.

Selected performance indicators are shown in the table below.

Gulf Service Traffic	**1999 Actual**	**1998 Actual**
Passengers	477,761	444,425
Passenger vehicles	149,732	138,850
Commercial vehicles and 40-foot-equivalent containers	76,905	71,311

PACIFIC PILOTAGE AUTHORITY

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

Maurice Fellis

Chief Executive Officer

Dennis B. McLennan

Head Office

1000-1130 West Pender Street
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Telephone: (604) 666-6771
Facsimile: (604) 666-1647
E-mail: admins@ppa.gc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1972 pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To establish, operate, maintain and administer a safe, reliable and efficient pilotage service in the coastal waters of British Columbia including the Fraser River.

Corporate Profile

The Pacific Pilotage Authority provides pilotage services within a commercially oriented framework directed towards maintaining financial self-sufficiency through tariffs. Coastal pilotage services are provided by the British Columbia Coast Pilots Ltd., under an agreement for services. Pilot services on the Fraser River are provided by employee pilots.

In addition to providing pilotage services, the Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Performance Information

The Pacific Pilotage Authority's corporate objectives, as stated in its Summary of the Corporate Plan for 1999 to 2003, were as follows:

- to provide safe, reliable and efficient marine pilotage and related services in the coastal waters of British Columbia including the Fraser River;
- to provide the services within a commercially oriented framework directed toward maintaining financial self-sufficiency through tariffs which are fair and reasonable;

- to promote the effective utilization of the Authority's facilities, equipment and expertise through the productive application of these resources in the interest of safe navigation; and
- to be responsive to the Government's environmental, social and economic policies.

In its 1999 Annual Report, the Authority noted its commitment to follow through and implement initiatives contained in the Canadian Transportation Agency's review of outstanding pilotage issues. As a result of a significant increase in the volume of business, due to a strong cruise industry and the introduction of new direct container lines, the Authority was able to achieve a financial surplus of $325,000 in the year under review.

Selected performance indicators are shown in the table below.

	1999 Forecast	**1999 Actual**	**1998 Actual**
Net income ($ thousand)	30	325	385
Number of coastal assignments	12,430	12,590	12,232
Number of Fraser River assignments	850	1,186	1,035
Incident-free assignments (%)	n/a*	99.891	99.857

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* The Authority does not forecast incidents.

VIA RAIL CANADA INC.

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

Marc LeFrançois

Acting President and Chief Executive Officer

Marc LeFrançois

Head Office

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PO Box 8116, Station A
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Telephone: (514) 871-6000
Facsimile: (514) 871-6619
Web site: www.viarail.ca

Auditor

Raymond Chabot Grant Thornton
Auditor General of Canada

Incorporation and Status

1977 under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage and provide a safe and efficient passenger rail service.

Corporate Profile

VIA Rail Canada Inc. is Canada's national passenger rail company. Since its creation in 1977, the Corporation has operated passenger trains on a cross-Canada network stretching from the Atlantic Ocean to the Pacific Ocean and from the Great Lakes to Hudson Bay. VIA Rail operates more than 460 trains weekly on 14, 000 kilometres of track, connecting over 450 communities across the country.

In January 1999, the Minister of Transport asked the House of Commons Standing Committee on Transport (SCOT) to review the passenger rail system and examine creative ways to revitalize VIA Rail. Following extensive stakeholder and public consultation, SCOT tabled its report entitled *The Renaissance of Passenger Rail in Canada* in the House of Commons on June 11, 1999. On October 21, 1999, the Minister of Transport announced that Transport Canada and VIA Rail will work together to prepare a strategic long-term business plan that will outline VIA's route network, levels of service, funding requirements and proposals for equipment renewal.

On April 12, 2000, the Minister of Transport announced a new funding package to revitalize VIA Rail. Under the new funding package, the Government of Canada has set aside $401.9 million in new funding for major investments at VIA Rail over the next five years.

The Minister of Transport also asked VIA Rail to prepare a five-year corporate plan that details how the new funding will be spent. Transport Canada and VIA Rail will also initiate the commercialization of certain remote and regional passenger rail services. This initiative will fulfil the government's commitment to "pilot test" the concept of franchising before the end of the year 2000.

Performance Information

Since a Corporate Plan Summary for VIA Rail covering the period from 1999 to 2003 had not been tabled in Parliament as of the closing date for inclusion of the information in the President of the Treasury Board's annual report, the information noted below only reflects that included in the Corporation's 1999 Annual Report.

Achievements noted in the Annual Report included an increase of $20.4 million in revenue over the previous year. The Corporation also reported that the transition to the year 2000 was smooth; and that VIA Rail's Equipment Maintenance department is continuing work towards ISO 9002 certification, which is expected to be achieved during the year 2000. The Corporation is also applying for ISO 14001 certification for all environmental management activities within Equipment Maintenance.

Selected performance indicators are shown in the table below.

Key Operating Statistics	1999 Actual	1998 Actual	1997 Actual
Total passengers carried (thousands)	3,757	3,646	3,765
Total passenger miles (millions)	931	856	884
Average passenger load factor (%)	59	56	58
On-time performance (%)	84	81	84
Government operating funding per passenger mile (cents)	18.3	20.8	24.0
Revenue/cash operating expenses ratio (%)	56.7	52.3	49.3

TREASURY BOARD

PUBLIC SECTOR PENSION INVESTMENT BOARD

Appropriate Minister

The Honourable Lucienne Robillard, P.C., M.P.
President of the Treasury Board

Chairperson

William R. C. Blundell

Chief Executive Officer

Adel Sarwat

Head Office

To be determined

Montreal Office

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1 Place Ville Marie
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H3B 4R4
Telephone (514) 940-6477
Facsimile (514) 866-2115

Auditor

Deloitte & Touche

Incorporation and Status

1999 pursuant to the *Public Sector Pension Investment Board Act* (S.C. 1999, c. 34); exempt from Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage the amounts that are transferred to the Investment Board pursuant to sections of the *Canadian Forces Superannuation Act*, the *Public Service Superannuation Act* and the *Royal Canadian Mounted Police Superannuation Act* in the best interests of the contributors and beneficiaries under those Acts.

Corporate Profile

The Public Sector Pension Investment Board was established pursuant to the *Public Sector Pension Investment Board Act* to invest in financial markets the funds transferred to it, after April 1, 2000, by the Government of Canada for the Canadian Forces, federal Public Service and Royal Canadian Mounted Police pension plans.

The amounts are to be invested with a view to achieving a maximum rate of return, without undue risk of loss, having regard to the funding, policies and requirements of the pension plans established under the *Canadian Forces Superannuation Act*, the *Public Service Superannuation Act* and the *Royal Canadian Mounted Police Superannuation Act*, and the ability of those plans to meet their financial obligations.

Performance Information

The Investment Board commenced operations on April 1, 2000. It is required to report to Parliament annually on the results of its investment decisions. In its first year of operations, the Board is expected to invest approximately $3 billion in new pension contributions.